An Garda Síochána



Cork City Division Policing Plan 2010

Mission Statement

Working with Communities to Protect and Serve

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VISION

`Excellent people delivering policing excellence`

MISSION

Working with Communities to Protect and Serve

VALUES

Honesty - Being honest and ethical and adhering to the principles of fairness and justice

Accountability - Accepting individual responsibility and ensuring public accountability

Respect - Having respect for people, their Human Rights and their needs

Professionalism - Providing a professional policing service to all

Foreword

It is my pleasure to introduce the Cork City Divisional Policing Plan 2010. The Policing

Plan sets out the strategic priorities of An Garda Síochána for the first year of our Strategy Statement 2010 – 2012 and includes the priorities of security; crime; policing

communities; customer service; roads policing and human trafficking as determined by

the Minister for Justice, Equality and Law Reform under Section 20 of the Garda

Síochána Act 2005.

This Policing Plan is the result of extensive consultation with members of our

communities, our inter-agency partners, members of our organisation in addition to a

comprehensive analysis of our current environment. The challenges we face are

becoming increasingly complex, particularly in this economic climate, and this plan

provides a solid framework to meet emerging issues.

We will maintain and develop the strong links we have forged with our community and

develop initiatives to ensure our vision of excellent people delivering policing excellence

is achieved. We commit ourselves to delivering the highest standards of professional

policing and ensuring that our key actions are guided by our core values of honesty,

accountability, respect and professionalism.

An Garda Síochána in Cork City strive continually to improve our performance and the

service we provide to the people of Cork City. We will deliver the best possible

outcomes by continuing the pursuit of our core activities of prevention and detection of

crime, tackling public disorder and making our roads safer for all road users. I will

maximise our resources to support the community we protect and serve and provide

leadership, support and encouragement to enable us to discharge our duties to the best of

our ability.

We thank you for your continuous support and assistance in meeting our objectives and

we will continue to work tirelessly with you to make Cork City a safe place to live and

visit.

Michael A. Finn
Chief Superintendent

Cork City Division

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Priorities for An Garda Síochána for 2010 Determined by the Minister for Justice, Equality and Law Reform

Background

The function of the Garda Síochána under section 7 of the Garda Síochána Act 2005 is to provide policing and security services for the State with the objective of:

- (a) preserving peace and public order,
- (b) protecting life and property
- (c) vindicating the human rights of each individual
- (d) protecting the security 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. 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 drugs, youth justice, victims of crime, road safety, and on domestic and sexual violence.

Priorities for 2010

The Minister has determined the following matters as priorities for the Garda Síochána for 2010, in accordance with Section 20 of the Garda Síochána Act 2005.

Security

To protect the State and the people against terrorism in all its forms.

Crime

To combat serious crime, in particular organised crime.

Policing Communities

To achieve the maximum levels of safety for local communities.

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.

Roads Policing

To police the roads, in particular to reduce the number of deaths and serious injuries arising from collisions.

Human Trafficking

To prevent and detect human trafficking and to protect victims.

Ensuring our Nation's Security

Ensuring our national security is a core commitment for An Garda Síochána. This goal demonstrates our unwavering focus on guarding national security and in playing an active role in strengthening international security. We are fully committed to maintaining a secure nation for all our communities.

National Actions	Divisional Actions	Performance Indicators	Process Owner	Outcome
Identify and analyse any threat to national and international security and respond appropriately	Utilising our analysis and intelligence gathering capability to identify any threats to national and international security Quarterly briefing by Detective Inspector to key Divisional Personnel	Identify, assess, categorise & record threats within Cork City Division Number of briefings held		
Enhance our capability to respond to national and international security threats	Continued interaction, and information exchanges, with Crime & Security Section	Review all identified groups and update individual profiles Monthly review/assessment of threats and operations Number of Intelligence led operations targeted at subversive, terrorist and organised crime gangs	Detective Superintendent Anglesea Street	Continue our contribution to National & International Security
Break any association between subversive, terrorist and organised crime gangs	Utilising all available legislation, including recently enacted law, to target groups and individuals involved in subversive, terrorist and serious criminal activity	Number of individuals arrested for subversive, terrorist and organised crime activity		

Maintain and develop An Garda Síochána's Major Emergency Plans/Capabilities	Continued interaction between An Garda Síochána and State and Private Agencies to develop Major Emergency Management capabilities	Review and update the Garda procedures for Cork Joint Major Emergency Plan Number of risk assessments carried out for National Major Emergency plans Number of live exercises held Number of table-top exercises held Conduct training needs analysis for key Garda staff in the implementation of major emergency plans Brief staff on the Garda procedures for the implementation of major emergency plans	Divisional Officer & Divisional Traffic Inspector	Ensure An Garda Síochána has the capability to respond to Major Emergencies within the Division
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Confronting Crime

In achieving this goal, An Garda Síochána will continue to confront crime in all its forms. Our aim, in reducing crime and the fear of crime, is to ensure that

people feel safe in their homes and in their communities

people feel safe in their homes and in their communities.					
National Actions	Divisional Actions	Performance Indicators	Process Owner	Outcome	
Tackle organised crime by: ➤ Identifying, profiling and targeting organised crime gangs	 Identify and profile organised crime gangs in Cork City Division utilising Divisional Organised Crime Unit 	Number of gangs identified and profiled	Detective Superintendent Anglesea Street		
	 Conduct Intelligence led operations against organised crime gangs 	Number of focused intelligence led operations against identified organised crime gangs			
➤ Targeting drug trafficking and low level street dealing including targeting of heroin Networks	 Working in partnership with National law enforcement agencies (Garda National Drugs Unit and Customs) to identify and target drugs networks 	Number of meetings held with anti-drug initiative agencies Number of joint operations conducted		Reduced crime and the fear of crime	
	Continue and intensify intelligence led operations against groups and individuals engaged in selling illegal drugs	Increase in intelligence led operations against street level drugs dealers Increase number of deployments of Regional Garda Dog Unit in intelligence led operations	Each District Officer and Detective Superintendent Anglesea Street		

➤ Targeting drug trafficking and low level street dealing including targeting of heroin networks - continued	 Profile and target top 10 drug dealers in Cork City Division Contribute to the timely prosecution of drug related offences by the introduction of a presumptive testing regime Include drugs issues in a central way in the work of the Joint Policing Committees (JPC's) to ensure concerted effort against drugs Monitor the activities of head shops located in Cork City Division Maintain focus of Regional Heroin Initiative 	Increase in Section 15 Misuse of Drugs Act detections – offences of sale/supply of controlled drugs Increase in Section 3 Misuse of Drugs Act detections – offence of Drugs Act detections – offence of possession for personal use Number of detections against top 10 targets Introduce presumptive testing Number of presumptive tests carried out Number of JPC's meetings held Number of inspections carried out Incidence of heroin seizures increased	Detective Superintendent Anglesea Street	Reduced crime and the fear of crime

 Targeting drug trafficking and low level street dealing including targeting of heroin networks - continued Targeting human trafficking networks 	 Increase the strength of the Divisional Drug Unit Maintain Drugs Unit in each District and implement 6 month rotational policy with a view to developing members Working in partnership with Garda National Immigration Bureau to identify and target human trafficking networks Ensure Immigration Officers receive training in human trafficking legislation Immigration Unit, Anglesea Street to carry out regular inspections of workplaces under Immigration Legislation 	Number of personnel allocated to Divisional Drug Unit District Drugs Unit maintained Increase number of personnel trained in drug enforcement Number of joint operations conducted Number of meetings held with Immigration agencies/voluntary groups Enhanced data on the incidence of human trafficking and reviewed on monthly basis Increase number of human trafficking detections Number of Immigration Officers trained Increase number of inspections carried out	Each District Officer and Detective Superintendent Anglesea Street	Reduced crime and the fear of crime
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 ➤ Identifying and targeting assets which are the proceeds of crime Target high volume property crime and crimes against the person, including: ➤ Crimes involving prohibited weapons ➤ Domestic violence incidents ➤ Crimes of a sexual nature ➤ Burglaries ➤ Thefts 	 Use Criminal Asset legislation to support proactive targeting of those involved in serious crime Full utilisation of the Garda Síochána Analysis Service to identify emerging trends, crime hotspots and enabling the effective, and focused, deployment of resources. Analysts to attend monthly meetings Increased crime prevention and reduction activities through integrated approach across units and our interagency partners Maintain Shoplifting Unit and continue to educate store personnel in relation to crime prevention Profile, target and case manage top 20 active criminals 	Number of referrals to Criminal Assets Bureau Through monthly tactical assessment reports and weekly crime statistics presented at management meetings Identify top 10 stores to focus approach & share intelligence Increase number of meetings with shop managers Reduction in property crime and crimes against the person Maintain overall detection rate for property crime and crimes against the person Reduce the number of shoplifting offences in Cork City Division Number of prosecutions against top 20 targets	Each District Officer and Detective Superintendent Anglesea Street	Reduced crime and the fear of crime
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Maintain the Divisional Focus in preventing and detecting crime	 Use case management system for all prolific juvenile offenders Continuing the Divisional initiative of targeting the sale supply/use of heroin which contributes to the increase in high volume property crime Expansion of CCTV in Cork City in areas identified as crime hotspots Utilise the Automated Number Plate Recognition (ANPR) system to locate vehicles and offenders involved in the commission of crime Strict application of the provisions of the Bail Act Maximise Cork City Divisional intelligence gather and management capability to target, prevent and solve crime 	Number of juvenile cases managed Increase the numbers of heroin seizures Number of additional CCTV cameras provided Number of vehicles/suspects identified Each District to maintain a bail register, ensure bail conditions are complied with and curfews monitored Monthly meeting of Divisional Crime Management Team to include Detective Inspectors, Detective Sergeants, Criminal Intelligence Officer, Crime Prevention Officer, Juvenile Liaison Officer, Traffic Inspector, Community Policing Increase number of covert intelligence sources	Each District Officer and Detective Superintendent Anglesea Street	Reduced crime and the fear of crime
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Maintain the Divisional Focus in preventing and detecting crime - continued	 Deploy Divisional Crime Scene Personnel to ensure maximum crime scene examination 	Increase the number of intelligence report submitted to Criminal Intelligence Officer Increase the number of bulletins issued by the Criminal Intelligence Office Criminal Intelligence Officer to brief each District Conference once a month Crime Intelligence Officer to brief Units bi-monthly Increase number of targets profiled with a focus on seizing criminal assets Maintain number of Crime Scene Investigation Officers Increase in number of crime scenes examined Ensure all persons detained under lawful authority are photographed and fingerprinted	Each District Officer and Detective Superintendent Anglesea Street	Reduced crime and the fear of crime
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Maintain the Divisional Focus in preventing and detecting crime - continued Enhance organisational capability in	 Proactively target the execution of bench, committal and penal warrants in Cork City Division Implement a weekly warrant monitoring system in each District by ensuring that attempts at execution of bench warrants are recorded on Pulse in all Districts Crime Prevention Officer to survey, profile and advise high risk persons/premises in Cork City Division 	Increase number of prints obtained under Section 28 Criminal Justice Act 1984 Increase the number of detections as a result of forensic examination and identification Increase execution rate for all categories of warrants Reduce the number of warrants on hand Number of high risk persons profiled Number of high risk premises surveyed Number of identified persons provided with crime prevention security advice Number of persons subject to the	Each District Officer and Detective Superintendent Anglesea Street	Reduced crime and the fear of crime
managing the risks associated with sex offenders	Risk assess all persons subject to the provisions of the Sex Offenders Act 2001	provisions of the Sexual Offenders Act 2001 risk assessed		

Enhance organisational capability in managing the risks associated with sex offenders - continued	 Ensure all registered sex offenders in Cork City Division are monitored Improve capacity of An Garda Síochána in Cork City to intervene effectively in Domestic Violence incidences and crimes of a sexual nature 	Appoint Inspector to monitor data quality and audit all Domestic Violence incidents on Pulse Increase the number of arrests for Domestic Violence related incidents Increase the detection rate for sexual offences	Each District Officer and Detective Superintendent Anglesea Street	Reduced crime and the fear of crime
Ensure appropriate training in the management and investigation of crime	Ensure selected personnel receive appropriate training at the Crime Training Faculty	Number of Personnel trained		

Effective Roads Policing

An Garda Síochána is committed to making our roads safer and improving the behaviour of all road users. We are dedicated to achieving a reduction in the incidence of fatal and serious collisions on our roads during the lifetime of this Strategy.

Key Actions	Divisional Actions	Performance Indicators	Process Owner	Outcome
Intelligence led enforcement of Road Traffic and Road Transport Legislation	Continuing to deliver high visibility enforcement by targeting dangerous road user behaviour and: Department of the property	Reduction in road traffic collisions Reduction in number of deaths and serious injuries as a result of road traffic collisions Increase in detections for using mobile phones when driving Increase in seat belt detections Increase number of members trained in road transport duties Increase in the number of road transport offences detected Identification of speeding hotspots	Divisional Traffic Inspector	Safer roads and improved road user behaviour leading to a reduction in deaths and serious injuries

Intelligence led enforcement of Road Traffic and Road Transport Legislation - continued Develop a cohesive approach to road safety campaigns	 Full utilisation of detection equipment and enabling technology Greater use of MAT (Mandatory Alcohol Testing) checkpoints utilising intelligence led targeted actions against drink and drug drivers Deployment of safety cameras at collision prone zones Targeted intelligence led operations against offending young drivers Utilisation of Forensic Collision Investigators to identify causes of serious and fatal collisions Availing of all opportunities to highlight the importance of safe road use through: 	Increase in speeding detections Increase number of persons breath tested in public places Increase in detections for driving while intoxicated Deployment of safety cameras at collision prone zones completed Number of enforcement operations focussed on offending young drivers All fatal and serious collisions to be visited by Forensic Collision Investigator Targets, appropriate to An Garda Síochána, as set out in the Road Safety Strategy 2007-2012 achieved in the following areas: Increased compliance with speed limits Increased compliance with drink driving legislation Increased seatbelt wearing	Divisional Traffic Inspector	Safer roads and improved road user behaviour leading to a reduction in deaths and serious injuries
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Develop a cohesive approach to road safety campaigns -continued	 Targeted media campaigns during high risk periods and at major events - liaising with media road safety events, bank holiday weekends monthly campaigns and hand out high visibility jackets The delivery of Road Safety education, in association with the Road Safety Authority, to schools and colleges – increased liaison with Community Policing personnel in the Schools Programme and include road safety, including wearing of seatbelts. Assisted by the Fire Service and H.S.E. seek to hold one road show per quarter Operation Pedestrian – Increase awareness amongst pedestrians on road safety, especially amongst the very young and elderly Co-operation with relevant stakeholders, including consultation with Local Authorities during collision investigations, Divisional Traffic Safety Committee, District Officer meetings with Local authorities to identify road improvements at scenes of serious/fatal road traffic collisions 	Increase number of media campaigns Increase in number of high visibility jackets handed out Increase in number of visits to schools and colleges Increase number of awareness initiatives undertaken Number of meetings attended	Divisional Traffic Inspector	Safer roads and improved road user behaviour leading to a reduction in deaths and serious injuries

Increase roads policing capability in An Garda Síochána to deny the use of our roads for criminal activity	Denying the use of our roads for criminal activity by: Conducting intelligence led checkpoints and patrols to targeting crime prone areas and record vehicle movements in those areas Increase the use and develop the Automated Number Plate Recognition System (ANPR) Increasing levels and quality of intelligence	Increase in number of intelligence led checkpoints Increase in number of intelligence reports by Divisional Traffic Corps members Increase number of vehicle warnings including disqualified drivers on A.N.P.R. System Increase deployment of A.N.P.R. vehicles to areas where criminal activities occurring Number of times A.N.P.R. System interrogated after serious incident Number of briefings by Criminal Intelligence Officer to Divisional Traffic Corps Numbers of reports of disqualified drivers circulated to Sergeant in Charge of each station within Cork City Division	Divisional Traffic Inspector	Safer roads and improved road user behaviour leading to a reduction in deaths and serious injuries
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Increase roads policing capability in An Garda Síochána to deny the use of our roads for criminal activity - continued	 Provision of appropriate resources and training to ensure effective roads policing Utilise high visibility checkpoints to build public confidence 	Increase in number of members receiving roads policing training Each District Officer to forward requirements to Divisional Traffic Corps on weekly basis Number of high visibility checkpoints	Divisional Traffic Inspector	Safer roads and improved road user behaviour leading to a reduction in deaths and serious injuries
	 Maintain links with media and disseminate information to public via media or road safety and driver awareness Maintain co-operation with City and County Council in relation to traffic management, road works, road closures, special events 	Increase number of press releases to the media Number of meetings held		

Ensuring a Peaceful Community

An Garda Síochána recognises the need to engage directly with communities to understand and respond to their concerns and to ensure a peaceful and safe environment for everyone. Working with our communities will enhance public confidence in our service by improving feelings of safety in the community.

environment for everyone, working	environment for everyone. Working with our communities will enhance public confidence in our service by improving feelings of safety in the community.				
Key actions	Divisional Actions	Performance Indicators	Process Owner	Outcome	
Reduce public disorder, assaults, criminal damage and arson	 Utilise analysis service and intelligence gleaned from community policing to identify public order hotspots and locations where anti-social behaviour is taking place in Cork City Division Proactively targeting local 'hot spots' by carrying out risk analysis and developing a responsive action plan 	Identification of youth related and alcohol related hotspots Weekly monitoring of hotspots at District level Increase in number of targeted public order patrols Increase in number of deployments of the Regional Garda Dog Unit in targeted public order patrols Reduction in Public disorder	Each District Officer	Safer and more peaceful local communities	
	➤ Maximise the use of CCTV technology	Reduction in Assaults Reduction in Criminal damage Number of CCTV systems commissioned			

Reduce public disorder, assaults, criminal damage and arson - continued	 Ensure full use of all legislation especially the Public Order Acts 1994 & 2003 by proactively targeting public disorder and anti-social behaviour focussing in particular on: Section 4 (Intoxication) Section 5 (Disorderly Conduct) Section 6 (Threatening behaviour) Section 8 (Loitering) Adopting a low tolerance stance to alcohol and drug-related anti-social behaviour and youth crime Proactively enforce the liquor licensing laws, especially: Section 4(1) Criminal Justice Public Order Act (Closure Orders) Section 4(1) Court Applications Section 4(2) Court Warnings Section 18(1) Licensing Act 1997 (Applications) Section 18(2) Licensing Act 1997 (Licensee Warnings) Section 4(1) Intoxicating Liquor Act 2003 (Prosecutions) 	Increase in number of arrests for public order offences Youth crime case management system introduced in each District Increase in number of targeted operations to detect underage drinking and sale/supply of alcohol to underage persons Increase in number of targeted operations to detect sale/supply of alcohol to drunken persons on licensed premises Increase in number of inspections of licensed premises Increase in number of Closure Orders sought	Each District Officer and Sergeant in Charge JLO	Safer and more peaceful local communities
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Reduce public disorder, assaults, criminal damage and arson - continued	 Establish District Committees to address underage drinking and liaise with all stakeholders associated with the night time economy Consultation with Local Authorities on the adoption of resolutions concerning times of Special Exemption Orders 	Number of consultations held between District Officers and Local Authorities in relation to Local Authority adopting a resolution concerning the expiry times for Special Exemption Orders per Section 11, Intoxicating Liquor Act, 2003	Each District Officer	Enhance public confidence in our service
	➤ An increase in the use of Behaviour Warnings and Civil Orders (Anti- Social Behaviour Orders)	Increase in number of Adult Behavioural Warnings, Orders & Cautions issued under Criminal Justice Act (CJA) 2006 Increase in number of Juvenile Behavioural Warnings, Orders & Cautions issued under CJA 2006	Detective	confidence in our service
	➤ Supporting Garda management in all Districts in Cork City Division in tackling ongoing feuding activity	Monthly review of identification, profiling and targeting all known individuals involved in feuding Monthly Crime Conference to share intelligence Reduction in feud related activities	Superintendent, Anglesea Street	

Improved understanding and responsiveness to community needs	 Engage with community through Joint Policing Committees, Community Safety Forum, Business Groups and further develop partnerships aimed at tackling public disorder and anti-social behaviour Liaise with third level institutions to address issues of anti-social behaviour Adopting a community policing approach in partnership with relevant external stakeholders, including local communities, to reduce incidents of public disorder and anti social behaviour Proactively engage with stakeholders in the night time economy including Local Authorities, Vintners Associations, Cork City Cares, Taxi Federations, Bus Eireann & the Judiciary 	Number of meetings held with stakeholders Increase number of initiatives undertaken Quarterly meetings of Campus Watch held at University College Cork and Cork Institute of Technology The 'Feelings of Safety' in communities increased Strategic alliance developed Public order framework implemented	Each District Officer, Community Policing Sergeant	Enhance public confidence in our service
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Working with Communities

This goal acknowledges that a community based approach is a priority for An Garda Síochána, in order to build and maintain trust and confidence in the Garda service.

We will deliver a service that recognises the diverse needs and priorities of all the people and communities in Ireland.

Key actions	Divisional Actions	Performance Indicators	Process Owner	Outcome
Work with and support all sections of our community	Delivery of the National Model of Community Policing in each District Implementation of Garda Diversity Strategy Develop methods of engaging with ethnic and culturally diverse communities to ensure access to services and information	Ensure dedicated Community Gardaí appointed in each District Review all Watch Schemes in Cork City Division Issues identified in reviews addressed in accordance with community needs and expectations Liaison Garda appointed to each Ethnic Minority Group Number of awareness trips to the Garda College for leaders of ethnic minorities Number of networking/liaison committees supported Number of networking/liaison committee meetings attended	Each District Officer, Designated Inspector, Community Policing Sergeants, J.L.O. Sergeant	Trust and confidence in the Garda service

Work with and support all sections of our community - continued	Actively engaging with Cork City Integration Strategy 2008 -2011 Enhancing processes and procedures in relation to immigration issues by profiling each community, identifying community groups and assessing the policing needs of these groups within each District Ensure appropriate level of Ethnic Liaison Officers	Number of meetings held with statutory and voluntary agencies Number of meetings with ethnic and cultural communities attended by senior Garda management Number of targeted initiatives including sporting and cultural activities arranged in conjunction with members of ethnic communities Increased confidence of minority ethnic communities in the Gardaí by Community Policing involvement in Interculturalism and Anti Racism Week Number of Profiles completed Train additional Ethnic Liaison Officers	Each District Officer, Designated Inspector, Community Policing Sergeants, J.L.O. Sergeant	Trust and confidence in the Garda service
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Work with and support all sections of our community - continued	Implementation of the Strategy for Older People by developing Crime Prevention initiatives for Older People in each District organised by community policing and supported by crime prevention officer Identify priority areas where a register for the elderly should be completed in association with established elderly groups, HSE, etc. Meet with established elderly groups within each Sub-District to formulate initiatives to address their policing needs and requirements Liaise with other statutory and voluntary agencies dealing with the elderly Implementation of the Garda Youth and Children Strategy Promote a positive relationship with young people through the Cork City Garda Youth Awards	Number of initiatives undertaken Development of Register Number of meetings attended Number of Information Seminars for older people held Number of meetings held Train additional Gardaí in Garda Schools Programme Number of schools and classes visited Increase number of nominations Awards Ceremony held	Each District Officer, Designated Inspector, Community Policing Sergeants, J.L.O. Sergeant	Trust and confidence in the Garda service
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		Programme Maintaining a strong restorative element in all Juvenile Liaison Officer (JLO) cautions Referral of high risk children to Garda Youth Diversion Projects Playing a active role in the operation of Joint Policing Committees and working in the programme.	Increase number of restorative interventions Number of high risk children referred to Garda Youth Diversion Projects Number of children referred to statutory and voluntary agencies for drug and alcohol assessment Number of children referred to Drug Task Force Projects Number of applications to community policing/JLO fund to fund initiatives with at risk children All Joint Policing Committee meetings attended and supported by An Garda Síochána Recommendations emanating	Officer, Designated Inspector, Community Policing Sergeants,	Trust and confidence in the Garda service
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A partnership approach to solving community problems - <i>continued</i>		Community Safety Fora established in each District	
		Community Safety Units established in each District	
		Community Fora meetings attended by Garda personnel	
Engaging with and supporting victims of crime	Recommendations of the review of letters	Number of letters sent to victims	
of crime	to crime victims implemented	Liaison Gardaí appointed to victims of serious crime	
	Policy developed and implementation commenced to enhance victim support mechanisms	Number of Crime Victims advised in relation to support services	
	Community Policing members to check for victims of crimes on a daily basis	Number of visits to victims by Community Policing documented and updated on Pulse System	
	Each burglary victim to receive a visit from Community Policing members and over 65 victims to take priority visits		
	Implementation of the Garda Charter for Crime Victims	Garda Charter for Crime Victims implemented	

An Excellent Organisation

An Garda Síochána, in implementing this goal, will maintain our focus on the development of a highly professional organisation which acknowledges the contribution of its people at all levels.

We will use the resources available to us in effective and innovative ways. In developing our people to be highly motivated, we will ensure improved service to all members of the community, which will assist in achieving the policing and community centred objectives of An Garda Síochána.

Key actions	Divisional Actions	Performance Indicators	Process Owner	Outcome
The continued development of an excellent organisation	Completing a review of the Garda Employee Assistance Programme & Peer Supporters capability within Cork City Division	Review completed Recommendations implemented	Insp. M. Fitzpatrick	
	Divisional Targeted training initiatives introduced to improve organisational competence	Delivery of Student & Probationer Training Programme Delivery of Continuous Professional Development (CPD) 2010 Programme Delivery of Training in Investigative Interviewing of	Inspector in Charge, Divisional CPD	Highly motivated people
Enable smart processes and technologies to support frontline policing delivery	Recognising the excellent contribution of members	Suspects & Witness Number of Commendations presented Presentation to Members on Retirement	Each District Officer	

Enable smart processes and technologies to support frontline policing delivery - continued	Recommendations of Professional Standard Units implemented in Cork City Division	Recommendations implemented	Each District Officer	
	Technical support for frontline staff including the continued planned rollout of National Digital Radio Project	Rollout of the National Digital Radio Project in Cork City		Better service to citizens
	Completing a review of Divisional Communications Room capability in Cork City Division	Review completed and recommendations implemented	Inspector P. Lehane	
	Completing a review of Prosecution Administration Systems in Cork City Division	Review completed and recommendations implemented		
	Develop use of Automated Number Plate Recognition (ANPR) System to actively identify criminals on roads	Review effectiveness of ANPR at Quarterly Meetings	Inspector C. O'Sullivan	
Ensure value for money in the	Encourage use of Lessons Learned Facility on Garda Portal	Number of entries learned entered on Garda Portal	Each District Officer Inspector P.	
management of resources	Completing a review of Public Procurement Contracts within Cork City Division	Contracts reviewed and renewed in accordance with value for money principles	Lehane Each District	More effective use of resources
	Alignment of the 2010 Cork City Garda budget with the Annual Policing Plan	Policing priorities financed within the voted budget	Officer, Cork City	

Improve the data quality of information collected by An Garda Síochána in order to support its key operations	Strengthening practices and processes around data/information collection, recording and dissemination	Quality of data inputted reviewed on weekly basis	Each District Officer, Cork City	Better service to citizens
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Cork City Division Contact Details

Divisional Officer Cork City Division

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