



**An Garda Síochána  
Cork North Division  
Policing Plan 2010**

*'Working with our Communities'*

## Foreword

I am pleased to introduce Cork North Division's Annual Policing Plan 2010. This plan sets out our strategic priorities for the first year of our Strategy Statement 2010 – 2012 and includes the priorities determined for An Garda Síochána by the Minister for Justice, Equality and Law Reform under Section 20 of the Garda Síochána Act 2005.

At the core of the Strategy Statement are four core 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 communities

They will guide all of our actions and will serve as our cultural cornerstones. They are inherent and sacrosanct and can never be compromised.

In preparing and publishing this annual policing plan, we have engaged in comprehensive consultations with the community and with other partners, in order that their priorities and concerns are at the core of our plan. In presenting this plan, I am particularly cognisant of the potential impact of the changed economic circumstances which face us. I remain steadfastly of the belief that robust leadership and management, coupled with prudence in all areas of finance, will be vitally important in delivering the key actions in this plan.

It is only through ongoing dialogue and consultation that we can build lasting relationships which contribute to a shared understanding of the issues affecting communities and the people who live and work there. An Garda Síochána has a long established tradition of working closely with communities all across Ireland. The community must remain at the core of everything that we do, because they are our greatest ally in detecting and preventing crime and in safeguarding the people we serve. Indeed, building and maintaining close relationships with communities is a key indicator of the effectiveness of any police force. We recognise that the concerns of the community are An Garda Síochána's concerns, that their needs are our needs.

This plan details the ways in which we will maintain our focus on, and commitment to, our core activity which is the prevention and detection of crime. All of the resources available to us will be used effectively and efficiently towards meeting this overall objective, from the Gardaí on the beat and working in local units, to our specialist units, national support services and civilian support staff. We will proactively target people who are committing crimes of

any nature. We will maintain a strong focus on anti-social behaviour and public disorder, which greatly affect the quality of life in our communities. We will work tirelessly to make our roads safer for all road users through the use of enforcement measures, education and the promotion of a partnership based approach. We are dedicated to achieving a significant reduction in the incidence of fatal and serious collisions on our roads. All areas of activity will be informed by a focus on intelligence led operations, high visibility patrolling and a commitment to utilising our available resources to the greatest effect to deliver the best possible outcomes.

Change and modernisation is vital for any police force and the ambitious programme undertaken in recent years by An Garda Síochána will continue during the lifetime of this policing plan. Our vision is of excellent people delivering policing excellence. In order to ensure that we become even better at what we do, in addition to providing access to the best resources, infrastructure and support which will deliver the optimum policing service, all new initiatives and projects will be developed in line with the fundamental principles of the Strategy.

I am very proud to lead a Division of men and women, Gardaí and Civilians, whose commitment and dedication to making the community safe for everyone is evident on a daily basis. As Divisional Officer, I have stated that it is the primary function of my Division is to ensure that people feel safe, on the streets and in their homes. We will not lose sight of that objective. As we implement this plan, we will remain committed to delivering the highest standards of professional policing for the benefit of the community as a whole.

**K.T. McGann**  
**Chief Superintendent**  
**Divisional Officer, Cork North Division.**

## **VISION**

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*`Excellent people delivering  
policing excellence`*

## **MISSION**

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*Working with Communities to Protect and Serve*

## **VALUES**

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**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

## **Draft 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*

<b>Key actions</b>	<b>This will be achieved by</b>	<b>Performance Indicators</b>	<b>Process Owner</b>	<b>Outcome</b>
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	No terrorist attacks occurring within the Division		
Enhance our capability to respond to national and international security threats	Continued interaction, and information exchanges, with Crime and Security Section	Intelligence led operations targeted at groups and individuals involved in subversive and terrorist activity		
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	Enhanced intelligence gathering, including an increase in the number of Covert Human Intelligence Source (CHIS) operatives	<b>Each District Officer, Cork North Division</b>	<b>A secure nation</b>
Maintain & 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	Intelligence led operations targeted at associations between subversive, terrorist and organised crime gangs	<b>Each Detective Inspector, Cork North Division</b>	<b>An active role in enhancing international security</b>
		Continue to carry out risk assessments for National Major Emergency plans		
		Participation in the Regional Steering Group and Regional Working Group for major emergency management	<b>Inspector Deasy, Cork North Division</b>	
		Major Emergency Management programme fully implemented in collaboration with other principal response agencies		



## ***Confronting Crime - continued***

*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*

Key actions	This will be achieved by	Performance Indicators	Process Owner	Outcome
<p>Maintain the Regional focus in preventing and detecting crime</p> <p>Enhance regional capability in managing the risks associated with sex offenders</p> <p>Deliver appropriate training in the management and investigation of crime</p> <p>Proactively target the execution of bench, committal and penal warrants</p>	<p>Holding monthly Divisional Crime Management Meetings</p> <p>Risk assess all persons subject to the provisions of the Sex Offenders Act 2001</p> <p>Ensure selected personnel receive appropriate training at the Crime and Operational Training Faculty</p> <p>Conduct a needs analysis of training requirements pertinent to Detective Branch, agree and implement</p> <p>Implementing a monthly warrant monitoring system</p>	<p>Number of meetings held</p> <p>All persons subject to the provisions of the Sexual Offenders Act 2001 risk assessed</p> <p>Crime management and investigative capability enhanced</p> <p>Increased execution rate for all categories of warrants</p>	<p><b>Each District Officer, Cork North Division</b></p> <p><b>Detective Inspector, Cork North Division</b></p>	<p><b>Reduced crime and the fear of crime</b></p>



## 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. We will develop and implement initiatives which deny the use of our roads for criminal activity.*

Key actions	This will be achieved by	Performance Indicators	Process Owner	Outcome
<p>Intelligence led enforcement of Road Traffic &amp; Road Transport Legislation</p> <p>Develop a cohesive approach to road safety campaigns</p> <p>Traffic Management</p> <p>Increase roads policing capability in An Garda Síochána to deny the use of our roads for criminal activity</p>	<p>Continuing to deliver high visibility enforcement by targeting dangerous road user behaviour and:</p> <ul style="list-style-type: none"> <li>• Determining the incidence of breaches of Road Transport legislation using available data</li> <li>• Full utilisation of detection equipment and enabling technology</li> <li>• Deployment of safety cameras at collision prone zones</li> </ul> <p>Availing of all opportunities to highlight the importance of safe road use through:</p> <ul style="list-style-type: none"> <li>• Targeted media campaigns during high risk periods and at major events</li> <li>• Continued road safety campaign focussing on pedestrians.</li> <li>• The delivery of Road Safety education, in association with the Road Safety Authority, to schools and colleges</li> <li>• Cooperation with relevant stakeholders, including consulting with Local Authorities during collision investigations</li> </ul> <ul style="list-style-type: none"> <li>• Ongoing monitoring and review in consultation with other stakeholders</li> </ul> <p>Denying the use of our roads for criminal activity by:</p> <ul style="list-style-type: none"> <li>• Conducting intelligence led checkpoints and patrols</li> <li>• The continued development of the Automated Number Plate Recognition System</li> <li>• Increasing levels and quality of intelligence</li> </ul> <p>Provision of appropriate resources and training to ensure effective roads policing</p>	<p>No. of Road Transport incidents created (Operation Claire)</p> <p>Deaths and serious injuries reduced. Deployment of safety cameras at collision prone zones completed, along with the analysis of data and implementation of recommendations arising there from</p> <p>Targets, appropriate to An Garda Síochána, as set out in the Road Safety Strategy 2007-2012 achieved in the following areas:</p> <ul style="list-style-type: none"> <li>• No. of media campaigns</li> <li>• Increased seatbelt wearing</li> <li>• Increased compliance with speed limits</li> <li>• Deaths and serious injuries to pedestrians reduced</li> <li>• Increased compliance with drink driving legislation</li> </ul> <p>No. of meetings between the D/Inspector and Regional Traffic Inspector</p> <p>No. of Collator briefings</p> <p>Enhanced traffic flow management</p> <p>Increase in no. of intelligence reports from Traffic Corp</p> <p>Needs analysis of training conducted, agreed and implemented</p> <p>Roads Policing manual completed</p>	<p style="text-align: center;"><b>Each District Officer, Cork North Division</b></p> <p style="text-align: center;"><b>Regional Divisional Traffic Superintendent</b></p> <p style="text-align: center;"><b>Divisional Traffic Inspector, Cork North Division</b></p>	<p style="text-align: center;"><b>Safer roads &amp; improved road user behaviour leading to a reduction in deaths &amp; serious injuries</b></p>

## ***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.*

Key actions	This will be achieved by	Performance Indicators	Process Owner	Outcome
<p>Reduce public disorder, assaults, criminal damage and arson</p> <p>Improved understanding and responsiveness to community needs</p>	<ul style="list-style-type: none"> <li>• Identifying and proactively targeting local 'hot spots'</li> <li>• A faster response to reports of public disorder and anti-social behaviour</li> <li>• Adopting a low tolerance stance to alcohol and drug-related anti-social behaviour and youth crime by including a programme of immediately charging and prosecuting all offenders where evidence is available</li> <li>• The introduction of a youth crime case management system</li> <li>• An increase in the use of Behaviour Warnings and Civil Orders (Anti Social Behaviour Orders)</li> <li>• Consultation with relevant stakeholders on key issues and problems and ensuring their views are reflected in all Policing Plans</li> <li>• Participation in all established Joint Policing Committees adopting a community policing approach in partnership with relevant external stakeholders, including local communities, to reduce incidents of public disorder and anti social behaviour</li> </ul>	<p>Public disorder reduced</p> <p>Assaults reduced</p> <p>Criminal damage reduced</p> <p>Youth crime case management system introduced in all Garda divisions</p> <p>The 'Feelings of Safety' in communities increased</p>	<p><b>Each District Officer, Cork North Division</b></p>	<p><b>Safer and more peaceful local communities</b></p>

## **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.*

<b>Key actions:</b>	<b>This will be achieved by:</b>	<b>Performance Indicators</b>	<b>Process Owner</b>	<b>Outcome</b>
<p>Work with and support all sections of our community</p> <p>A partnership approach to solving community problems</p> <p>Engaging with and supporting victims of crime</p>	<ul style="list-style-type: none"> <li>• Delivery of the National Model of Community Policing in each District</li> <li>•</li> <li>• Implementation of Garda Diversity Strategy</li> <li>• Implementation of the Strategy for Older People</li>   <li>• Implementation of the Garda Youth and Children Strategy</li> <li>• Implementation of Garda Charter when developed</li> <li>• Enhancing processes and procedures in relation to immigration issues</li> <li>• Playing an active role in the operation of Joint Policing Committees and working in partnership with community groups</li> <li>• Assessing and reviewing the ‘letters to crime victims’ process</li> <li>• Review victim support mechanisms</li> <li>• Commencing implementation of the Garda Charter for crime victims when launched</li> </ul>	<p>National Model of Community Policing delivered in each Division</p> <p>Garda Diversity Strategy implemented</p> <p>Strategy for Older People implemented. All Elderly Registers to be updated and I.T. based. Regular visits to be recorded.</p> <p>The Garda Youth and Children Strategy implemented</p> <p>Garda Charter implemented</p> <p>Quarterly Regional meetings to review immigration processes and procedures</p> <p>Participation in all established Joint Policing Committees</p> <p>Recommendations of the review of ‘letters to crime victims’ implemented</p> <p>Policy developed &amp; implementation commenced to enhance victim support mechanisms</p> <p>Garda Charter for Crime Victims implemented</p>	<p><b>Each District Officer, Cork North Division</b></p>	<p><b>Trust &amp; confidence in the Garda service</b></p>

## **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.*

<b>Key actions:</b>	<b>This will be achieved by:</b>	<b>Performance Indicators</b>	<b>Process Owner</b>	<b>Outcome</b>
<p>The continued development of an excellent organisation</p> <p>Support the Continuous Professional Development programme &amp; other training &amp; development processes</p> <p>Enable smart processes &amp; technologies to support frontline policing delivery</p> <p>Ensure value for money in the management of resources</p>	Support the implementation of the Lessons Learned Framework	The number of Lessons Learned adopted	<p><b>Each District Officer, Cork North Division</b></p>	<p><b>Highly motivated people</b></p>
	Support a national review of the Garda Employee Assistance Programme	A new Occupational Health model in place & functioning		
	Support the development of an integrated partnership, involving all Garda employees	A suitable 'fit for purpose' devolved partnership model established		
	Maintaining CPD training programme	Enhanced HR capability across the Garda organisation.		<p><b>Better service to citizens</b></p>
	Supporting self development and other training processes	Targeted training delivered following needs analysis		
	Support the Development and implementation of an organisation wide integrated competency framework to support the development of role profiles for all Garda employees			
	Targeted training initiatives introduced to improve organisational competence			
	Support the development of a national strategy to support the organisations core values	Strategy implemented when developed		<p><b>More effective use of resources</b></p>
	Technical support for frontline staff including the continued planned rollout of National Digital Radio Project	National Digital Radio Project progressed as scheduled		
	Support the continued development of e-working systems and solutions	Increased e-working processes		
Implementation of mobile working solutions.	Mobile solutions in place			

### **An Excellent Organisation - continued**

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<b>Key actions:</b>	<b>This will be achieved by:</b>	<b>Performance Indicators</b>	<b>Process Owner</b>	<b>Outcome</b>
<p>Improve the data quality of information collected by An Garda Síochána in order to support it's key operations</p>	<p>Support the development and implementation at National Level of:</p> <ul style="list-style-type: none"> <li>• A HR Strategy</li> <li>• An ICT Strategy</li> <li>• Operational Transport Strategy</li> </ul> <p>in support of the Strategy Statement 2010-2012</p> <p>Alignment of the 2010 Divisional budget with the Divisional Policing Plan</p> <p>Support the Development and implementation of a new process for recording and reporting absence management across the Garda organisation</p> <p>Enhancing the reporting structures at all levels within An Garda Síochána</p> <p>Strengthening practices and processes around data/information collection, recording and dissemination</p>	<p>Strategic plans implemented when developed</p> <p>Policing priorities financed within the allocated budget</p> <p>Absence recording process implemented in each District when developed</p> <p>A streamlined organisational reporting structure implemented across the Garda organisation</p> <p>Improved quality of data</p>	<p><b>Each District Officer, Cork North Division</b></p>	<p style="text-align: center;"><b>Highly motivated people</b></p> <p style="text-align: center;"><b>Better service to citizens</b></p> <p style="text-align: center;"><b>More effective use of resources</b></p>