

An Garda Síochána



Cork West 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 West 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 West strive continually to improve our performance and the service we provide to the people of Cork West. 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 West a safe place to live and visit.

Michael A. Finn
Chief Superintendent
Cork West Division

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.

| Key Actions | Divisional Actions | Performance Indicators | Process Owner | Outcome |
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| <p>Identify and analyse any threat to national and international security and respond appropriately</p> <p>Enhance our capability to respond to national and international security threats</p> <p>Break any association between subversive, terrorist and organised crime gangs</p> | <p>Utilising our analysis and intelligence gathering capability to identify any threats to national and international security</p> <p>Quarterly briefing by Detective Inspector to key Divisional Personnel</p> <p>Continued interaction and information exchanges with Crime & Security Section</p> <p>Utilising all available legislation, including recently enacted law, to target groups and individuals involved in subversive, terrorist and serious criminal activity</p> | <p>Identify, assess, categorise & record threats within Cork West Division</p> <p>Number of briefings held</p> <p>Intelligence led operations targeted at subversive, terrorist and organised crime gangs</p> <p>Number of individuals arrested for subversive, terrorist and organised crime activity</p> <p>Full profiling of all suspected subversive and terrorists</p> | <p>Detective Inspector Moore</p> | <p>Continue our contribution to National & International Security</p> |

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

| Key Actions | Divisional Actions | Performance Indicators | Process Owner | Outcome |
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| <p>Tackle organised crime by:</p> <ul style="list-style-type: none"> ➤ Identifying, profiling and targeting organised crime gangs ➤ Targeting drug trafficking and low level street dealing ➤ Identify and targeting assets which are the proceeds of crime ➤ Targeting human trafficking networks <ul style="list-style-type: none"> ➤ Targeting drug trafficking and low level street dealing including targeting of heroin networks | <ul style="list-style-type: none"> ➤ Identify and profile organised crime gangs operating in Cork West Division ➤ Conduct Intelligence led operations against groups and individuals ➤ Full utilisation of An Garda Síochána Analysis Service to identify emerging trends, crime hotspots, to enable effective & focused deployment of resources ➤ Further training for Criminal Assets Bureau (CAB) profiler ➤ Continuing the Divisional initiative of promoting the Covert Human Intelligence Source (CHIS) system throughout the Division ➤ Working in partnership with National law enforcement agencies (Garda National Drugs Unit and Customs) to identify and target drugs, crime and human trafficking networks | <p>Number of focused Intelligence led operations against identified organised crime networks</p> <p>Number of detections for street level drug dealing</p> <p>Enhance data on the incidence of human trafficking with a view to increased detections</p> <p>Number of referrals to CAB profilers</p> <p>Increase in the number of registered intelligence sources</p> <p>Increase in intelligence led operations against street level drugs dealers</p> <p>Increase number of deployments of Regional Garda Dog Unit in intelligence led operations</p> | <p>Detective Inspector Moore</p> | |

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| <ul style="list-style-type: none"> ➤ Targeting drug trafficking and low level street dealing including targeting of heroin networks – <i>continued</i> ➤ <i>Target high volume property crimes against the person, including;</i> ➤ <i>Crimes involving prohibited weapons</i> ➤ <i>Domestic violence incidents</i> ➤ <i>Crimes of a sexual nature</i> ➤ <i>Burglaries</i> ➤ <i>Theft from shop</i> | <ul style="list-style-type: none"> ➤ Continue and intensify intelligence led operations against groups and individuals engaged in selling illegal drugs ➤ Profile and target top 10 drug dealers in Cork West Division ➤ Contribute to the timely prosecution of drug related offences by the introduction of a presumptive testing regime ➤ Monitor the activities of head shops located in Cork West Division ➤ Maintain focus of regional heroin initiative ➤ Increased crime prevention and reduction activities ➤ Active engagement with the community to deal with the threat posed by crime ➤ Working in partnership with relevant stakeholders and providing investigative support where appropriate ➤ Consult with key stakeholders and relevant agencies to enhance the services provided to the victims of all crimes ➤ Strict application of the provisions of the Bail Act | <p>Increase in the number of drug seizures</p> <p>Increase in Section 15 Misuse of Drugs Act detections – offences of sale/supply of controlled drugs</p> <p>Increase in Section 3 Misuse of Drugs Act detections – offence of possession for personal use</p> <p>Number of detections against top 10 targets</p> <p>Introduce presumptive testing</p> <p>Number of presumptive tests carried out</p> <p>Property crime reduced</p> <p>Increased detections for property related crime</p> <p>Increased detections for crimes against the person</p> <p>Each District Officer to ensure that bail conditions complied with and curfews are monitored</p> | <p>Detective Inspector Moore</p> | |
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| <p>➤ <i>Maintain the Divisional focus in preventing and detecting crime</i></p> <p>➤ <i>Enhance organisational capability in managing the risks associated with sex offenders</i></p> <p>➤ <i>Ensure appropriate training in the management and investigation of crime</i></p> <p>➤ <i>Proactively target the execution of bench, committal and penal warrants in the Division</i></p> <p><i>Ensure that all active and recidivist criminals are fingerprinted and photographed</i></p> | <p>➤ Increase Forensic examination of crime scenes</p> <p>➤ Utilise all available legislation</p> <p>➤ Regular meetings of Divisional Crime Management team</p> <p>➤ Ensure that continued assessment of crime trends by Divisional Senior Management team</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 Training Faculty</p> <p>➤ Implement a monthly warrant monitoring system in each District</p> <p>➤ Monthly monitoring of all prisoner logs in each District Increase monthly figures for Section 28 Criminal Justice Act 1984</p> | <p>Number of crime scenes examined Number of hits from crime scenes to increase</p> <p>Number of meetings held</p> <p>Through monthly tactical assessment reports and weekly crime statistics presented at management meetings</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>Increase execution rate for all categories of warrants</p> <p>Increase in number of fingerprints and photographs submitted</p> | <p>Detective Inspector Moore</p> | |
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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 | Divisional Actions | Performance Indicators | Process Owner | Outcome |
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| <p>Intelligence led enforcement of Road Traffic and Road Transport Legislation</p> <p>Develop a cohesive approach to road safety campaigns</p> | <p>Continuing to deliver high visibility enforcement by targeting dangerous road user behaviour and:</p> <ul style="list-style-type: none"> • Determining the incidents of breaches of Road Transport legislation using available data • Full utilisation of detection equipment and enabling technology • Deployment of safety cameras at collision prone locations <p>Availing of all opportunities to highlight the importance of safe road use through:</p> <ul style="list-style-type: none"> • Targeted media campaigns during high risk periods and at major events • The delivery of Road Safety education in association with the Road Safety Authority to schools and colleges | <p>Number of Transport incidents recorded on Pulse</p> <p>Number of speed surveys carried out</p> <p>Deaths and serious injuries reduced</p> <p>Deployment of safety cameras at collision prone completed</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"> • Number of media campaigns completed • Increased compliance with speed limits(measured through returns from safety cameras above) | <p>Inspector Lacey</p> | <p>Safer roads and improved road user behaviour leading to a reduction in deaths and serious injuries</p> |

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| <p>Increase roads policing capability in An Garda Síochána to deny the use of our roads for criminal activity</p> | <ul style="list-style-type: none"> • Cooperation with relevant stakeholders, including consulting with Local Authorities during collision investigations • Utilisation of Operation Claire <p>Denying the use of our roads for criminal activity by:</p> <ul style="list-style-type: none"> ➤ Conducting intelligence led checkpoints and patrols ➤ The continued development of the Automated Number Plate Recognition (ANPR) System ➤ Increasing levels and quality of intelligence ➤ Provision of appropriate resources and training to ensure effective roads policing ➤ Greater use of MAT (Mandatory Alcohol Testing) checkpoints utilising intelligence led targeted actions against drink and drug drivers | <ul style="list-style-type: none"> • Increased compliance with drink driving legislation • Increased seatbelt wearing <p>No of meetings between Traffic Inspector and D/Inspector</p> <p>No of Collator briefings</p> <p>Monitoring ANPR results</p> <p>No of meetings with Local Authorities & other Stakeholders</p> <p>Policing Manual completed</p> <p>No of intelligence reports</p> <p>Needs of analysis of training conducted, agreed and implemented</p> <p>Increase in the number of MAT checkpoints in each District</p> <p>Increase number of persons breath tested in public places</p> <p>Increase in detections for driving while intoxicated</p> | <p>Inspector Lacey</p> | <p>Safer roads and improved road user behaviour leading to a reduction in deaths and serious injuries</p> |
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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 | Divisional Actions | Performance Indicators | Process Owner | Outcome |
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| Reduce public disorder, assaults, criminal damage and arson | <ul style="list-style-type: none"> ➤ Utilise analysis service and intelligence gleaned from community policing to identify public order hot-spots and locations where anti-social behaviour is taking place in Cork West Division ➤ Proactively targeting local ‘hot-spots’ by carrying out risk analysis and developing a responsive action plan ➤ Maximise the use of CCTV technology | <p>Identification & targeting of public order hotspots</p> <p>Weekly monitoring of hot-spots at District level</p> <p>Increase in number of targeted public order patrols</p> <p>Reduction in public disorder</p> <p>Reduction in assaults</p> <p>Reduction in criminal damage</p> <p>Number of CCTV systems commissioned</p> | Supt. P. Maher | Safer and more peaceful local communities |

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| <p>Reduce public disorder, assaults, criminal damage and arson - <i>continued</i></p> | <ul style="list-style-type: none"> ➤ 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: <ul style="list-style-type: none"> ➤ 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: <ul style="list-style-type: none"> ➤ 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) | <p>Increase in number of arrests for public order offences</p> <p>Youth crime case management system introduced in each District</p> <p>Increase in number of targeted operations to detect underage drinking and sale/supply of alcohol to underage persons</p> <p>Increase in number of targeted operations to detect sale/supply of alcohol to drunken persons on licensed premises</p> <p>Increase in number of inspections of licensed premises</p> <p>Increase in number of Closure Orders sought</p> | <p style="text-align: center;">Supt. P. Maher</p> | <p style="text-align: center;">Safer and more peaceful local communities</p> |
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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 |
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| Work with and support all sections of our community | <p>Delivery of the National Model of Community Policing in each District</p> <p>Implementation of Garda Diversity Strategy</p> <p>Develop methods of engaging with ethnic and culturally diverse communities to ensure access to services and information</p> | <p>National Model of Community Policing delivered in each District</p> <p>Ensure dedicated Community Gardaí appointed in each District</p> <p>At least one Neighbourhood Watch/Community Alert Scheme established and maintained in each Sub-District</p> <p>At least one full time Community Garda trained and appointed in each District</p> <p>Garda Diversity Strategy implemented</p> <p>Ethnic Liaison Garda appointed to each District</p> | Supt. W. Horgan | Trust and confidence in the Garda service |

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| <p>Work with and support all sections of our community - <i>continued</i></p> | <p>Implementation of the Strategy for Older people</p> <p>Implementation of the Garda Youth and Children Strategy</p> | <p>Number of networking/liasion committees supported</p> <p>Number of meetings held with statutory and voluntary agencies</p> <p>Continued liaison with appointed H.S.E. Elder Abuse Care Worker</p> <p>Targets as set out in Garda Youth and Children Strategy</p> <p>Cork West Youth Awards Scheme fully promoted and supported</p> <p>Garda Charter implemented</p> <p>One full-time Immigration Officer trained and appointed in each District</p> <p>Number of initiatives undertaken</p> | <p>Supt. W. Horgan</p> | <p>Trust and confidence in the Garda service</p> |
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| <p>A partnership approach to solving community problems</p> | <p>Playing an active role in the operation of Joint Policing Committees (JPCs) established within Cork West Division and working in partnership with community groups</p> <p>Actively support the Juvenile Diversion Programme</p> <p>Maintaining a strong restorative element in all Juvenile Liaison Officer (JLO) cautions</p> <p>Referral of high risk children to Garda Youth Diversion Projects</p> | <p>Garda representatives nominated to sit on all JPC's within the Division</p> <p>All issues arising from JPC's assessed and acted on as appropriate</p> <p>Increase number of formal cautions</p> <p>Increase number of informal cautions</p> <p>Increase number of restorative interventions</p> <p>Number of high risk children referred to Garda Youth Diversion Projects</p> | | |
| <p>Engaging with and supporting victims of crime</p> | <p>Assessing and reviewing the 'letters to crime victims' process within Cork West Division</p> <p>Review victim support mechanisms</p> | <p>Two Family Liaison Officers trained and appointed in each District</p> <p>Liaison Inspector appointed and trained within Division</p> <p>Number of letters sent to victims</p> | | <p>Trust and confidence in the Garda service</p> |

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| | <p>Commencing implementation of the Garda Charter for crime victims when lunched</p> <p>Recommendations of the review of letters to crime victims implemented</p> <p>Policy developed and implementation commenced to enhance victim support mechanisms</p> <p>Ensure that the Children First Guidelines are fully implemented within Cork West Division</p> | <p>Liaison Gardaí appointed to victims of serious crime</p> <p>Number of Crime Victims advised in relation to support services</p> <p>Number of visits to victims by Community Policing documented and updated on Pulse System</p> <p>Liaison Sergeant appointed in each District to assess and review the letters to crime victims process</p> <p>Garda Charter for Crime Victims implemented</p> <p>Liaison Sergeant to be appointed for each District.</p> <p>Number of meetings with HSE in relation to Children First</p> | <p>Supt. W. Horgan</p> | <p>Trust and confidence in the Garda service</p> |
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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 |
|---|--|--|--|---------------------------------------|
| <p>The continued development of an excellent organisation</p> | <p>Completing a review of the Garda Employee Assistance Programme & Peer Supporters capability within Cork West Division</p> <p>Divisional targeted training initiatives introduced to improve organisational competence</p> | <p>Review completed</p> <p>Recommendations implemented</p> <p>Delivery of Student & Probationer Training Programme</p> <p>Delivery of Continuous Professional Development (CPD) 2010 Programme</p> <p>Delivery of Training in Investigative Interviewing of Suspects & Witness</p> | <p>Insp. M. Fitzpatrick</p> <p>Inspector in Charge, Divisional CPD</p> | <p>Highly motivated people</p> |
| <p>Enable smart processes and technologies to support frontline policing delivery</p> | <p>Support introduction of the new Tetra Digital Radio</p> | <p>Tetra fully rolled out</p> <p>Continuous monitoring of Tetra System to ensure full implementation of guidelines</p> | <p>Each District Officer</p> | |

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| <p>Enable smart processes and technologies to support frontline policing delivery - <i>continued</i></p> <p>Ensure value for money in the management of resources</p> <p>Improving the data quality of information collected by An Garda Síochána in order to support its key operations</p> | <p>Recognising the excellent contribution of members</p> <p>Develop use of Automated Number Plate Recognition (ANPR) System to actively identify criminals on roads</p> <p>Encourage use of Lessons Learned Facility on Garda Portal</p> <p>Completing a review of Public Procurement Contracts within Cork West Division</p> <p>Alignment of the 2010 Cork West Garda budget with the Annual Policing Plan</p> <p>Strengthening practices and processes around data/information collection, recording and dissemination</p> | <p>Presentation to Members on Retirement</p> <p>Review effectiveness on ANPR at Quarterly Meetings</p> <p>Number of entries learned entered on Garda Portal</p> <p>Contracts reviewed and renewed in accordance with value for money principles</p> <p>Policing priorities financed within the voted budget</p> <p>Quality of data inputted reviewed on weekly basis</p> | <p>Each District Officer</p> | <p>Better service to citizens</p> <p>More effective use of resources</p> |
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DIVISIONAL CONTACT DETAILS

**Chief Superintendent M. Finn,
An Garda Síochána,
Bandon,
Co. Cork.**

Telephone **023-8852211**
E.Mail Address **michael.finn@garda.ie**
Fax **023-52281**
Garda Website **www.garda.ie**

**Superintendent E. MacEoin
An Garda Síochána,
Bandon,
Co. Cork.**

Telephone **023-8852216**
E.Mail Address **eddie.maceoin@garda.ie**
Fax **023-8852218**
Garda Website **www.garda.ie**

**Superintendent W. Horgan,
An Garda Síochána,
Bantry,
Co. Cork.**

Telephone **027-20867**
E.Mail Address **william.horgan@garda.ie**
Fax **027-20869**
Garda Website **www.garda.ie**

**Superintendent P. Maher,
An Garda Síochána,
Clonakilty,
Co. Cork.**

Telephone **023-8821577**
E.Mail Address **patrick.maher@garda.ie**
Fax **023-8821575**
Garda Website **www.garda.ie**

**Superintendent Macroom,
An Garda Síochána,
Macroom,
Co. Cork.**

Telephone **026-20595**
E.Mail Address
Fax **026-20597**
Garda Website **www.garda.ie**

**Superintendent M. Dorney
An Garda Síochána,
Kanturk,
Co. Cork.**

Telephone **029-52589**
E.Mail Address **martin.e.dorney@garda.ie**
Fax **029-20687**
Garda Website **www.garda.ie**