

# **An Garda Síochána**



## **Cork City Division Policing Plan 2011**

**‘Working with our Communities’**

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## **Foreword**

The 2011 Annual Policing Plan for Cork City Division sets out our commitment to deliver the highest possible standards of policing to the people of Cork City. The Policing Plan directs and guides the delivery of our policing service and its focus is underpinned by the strategic priorities of An Garda Síochána for the second year of our Strategy Statement 2010 - 2012 as well as the priorities determined by the Minister for Justice, Equality and Law Reform under Section 20 of the Garda Síochána Act, 2005.

As our Policing Plan continues to grow and meet the diverse needs of our local communities, our priorities have emerged from a comprehensive assessment of crime patterns, trends and threats to communities as well as consultation with the public, elected representatives, partners in private and public sectors and members of An Garda Síochána.

Your engagement with us provides us with a better understanding of the issues that concern you and allows us to build the correct actions into our Policing Plans. Our core values of honesty; accountability; respect; and professionalism guide the actions we will follow in order to achieve our objectives.

Our Policing Plan sets out how we will capitalise on our success to date and how we will address new and emerging challenges in order to deliver policing excellence. Our success is achieved by working with our communities, our interagency partners, the hard work of our staff and a strong determination to provide a high quality service.

The current economic climate is impacting significantly across all sections of society and An Garda Síochána is not immune. There will be increased policing demand and reduced resources in the year ahead and we will leverage more effective partnership to realise our potential to address current and future challenges and to ensure value for money. We will continue to be innovative and develop operational approaches to respond to challenges and will prioritise our service based on community needs.

We are committed to ensuring the best use of resources to provide an excellent policing service to meet your high expectations. We are dedicated to preventing and reducing crime, reducing public disorder, reducing road deaths and ensuring the security of our country. We will

achieve our objectives through our commitment to community involvement, intelligence led operations, high visibility patrolling and effective and efficient use of our resources.

We will endeavour to ensure the safety of our citizens and visitors on the streets of Cork City, the safety of our communities in their homes and the safety of our road users. Achieving the high standards we set is not easy and with the continued support of our local communities, and by working with our partners, we are confident that together we can meet the challenges before us.

We thank you for your ongoing support and co-operation which assists us in enhancing the service we provide. We take pride in delivering the best possible policing service to the people of Cork City, and by working with our partners and community, we will continue to make a real difference to people's lives by ensuring a safe community.

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**Michael A. Finn**  
**Chief Superintendent**  
**Cork City**

## ***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

## **Priorities for An Garda Síochána for 2011**

*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 for the State with the objective of:

- (a) preserving the 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 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, human trafficking, youth justice, victims of crime, road safety, and on domestic and sexual violence.

### **Priorities for 2011**

The Minister has determined the following matters as priorities for the Garda Síochána for 2011, 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 and to provide a community policing service which meets the demands of the public.

#### **Roads Policing**

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

#### **Efficient use of resources**

To promote efficiencies in resource allocation and deployment so as to enhance the policing service to the public.

#### **Victims of Crime**

To support and protect all victims of crime and treat them with dignity. To keep all victims of crime informed about the progress of their cases and bring offenders to justice promptly.

#### **Human Trafficking**

To prevent and detect human trafficking.

## ***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>National Actions</b>	<b>Divisional Actions</b>	<b>Performance Indicators</b>	<b>Process Owner</b>	<b>Outcome</b>
Identify and analyse the threats to the State emanating from terrorist and extremist groups and take appropriate action	<p>A heightened awareness of the threats posed by subversive groups, including a targeted approach to identifying and monitoring individuals in Cork City involved in subversive activity</p> <p>Continuing to develop the intelligence gathering and analysis capability of Cork City Division</p> <p>The continued use of all available legislation</p> <p>Prioritising the deployment of resources in Cork City in support of national security operations</p>	<p>No terrorist attacks occurring within Cork City Division</p> <p>Review all identified groups and update profiles</p> <p>Identify, assess, categorise and record threats within Cork City Division</p>	<b>Detective Superintendent, Anglesea Street</b>	<b>A secure Nation</b>
Disrupt the connection between organised crime gangs and subversive/terrorist groups	Identifying and targeting the links between organised crime gangs and subversive/terrorist groups in Cork City Division	Number of targeted operations against organised crime gangs and subversive/terrorist groups		
Continue to develop the crisis incident management capability in relation to tiger kidnappings, hostage negotiation and barricade incidents	<p>Continuing to liaise with appropriate agencies</p> <p>Adherence to international good practice</p>	<p>Number of Regional Support Unit (RSU) call outs to crisis incidents</p> <p>Crisis incident management training attended</p>		
Consolidate developments emerging from the 'Framework for Major Emergency Management in Ireland'	<p>Participation in Major Emergency Plan exercises with other agencies</p> <p>Conducting critical infrastructure audits</p>	<p>Conduct planned Major Emergency Planning exercises in Cork City Division</p> <p>Conduct all Critical Infrastructure Audits</p>	<b>Divisional Traffic Inspector</b>	

## 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*

National Actions	Divisional Actions	Performance Indicators	Process Owner	Outcome
<p><b>Tackle organised crime by:</b></p> <ul style="list-style-type: none"> <li>➤ Continuing to target organised crime gangs</li> <li>➤ Identifying and targeting human trafficking networks</li> <li>➤ Proactively targeting drug trafficking, and low level street dealing</li> <li>➤ Identifying and targeting assets which are the proceeds of crime</li> </ul> <p><b>Target high volume property crime and crimes against the person, including:</b></p> <ul style="list-style-type: none"> <li>➤ Crimes involving prohibited weapons</li> <li>➤ Domestic violence incidents</li> <li>➤ Crimes of a sexual nature</li> </ul>	<ul style="list-style-type: none"> <li>➤ Developing our intelligence gathering capability to tackle organised crime gangs</li> <li>➤ The continued deployment of dedicated armed patrols both locally and nationally to disrupt the activities of criminal gangs.</li> <li>➤ The full utilisation of the Garda Síochána Analysis Service (GSAS) in identifying trends and suspects</li> <li>➤ The full utilisation of all available legislation</li> <li>➤ The effective use of intelligence-led briefings</li> <li>➤ Joint operations in partnership with Customs and Revenue Officials and other relevant agencies</li> <li>➤ Developing and implementing targeted operations aimed at street level drug dealing</li> <li>➤ Continuing the Southern Region Heroin Initiative targeting the sale/supply/use of heroin</li> <li>➤ A proactive approach to targeting of ‘Grow Houses’</li>   <li>➤ Actively engaging with the community and relevant stakeholders in the prevention and reduction of crime</li> <li>➤ The effective use of intelligence-led briefings</li> <li>➤ Ongoing consultation with all relevant agencies to enhance services provided to</li> </ul>	<ul style="list-style-type: none"> <li>➤ Number of investigation files in relation to organised criminal activity (Criminal Justice (Amendment) Act, 2009) forwarded to the Director of Public Prosecutions</li> <li>➤ Number of focused intelligence led operations against identified organised crime gangs in Cork City Division</li> <li>➤ Number of intelligence reports relating to organised crime</li> <li>➤ Increase in intelligence led operations against street level drug dealers in Cork City Division</li> <li>➤ Increase number of Section 15 detections under Misuse of Drugs Act – sale/supply of controlled drugs</li> <li>➤ Increase number of Section 3 detections under Misuse of Drugs Act – possession of controlled drugs for personal use</li> <li>➤ Increase number of drugs searches</li> <li>➤ Increase number of heroin seizures</li> <li>➤ Conduct intelligence led operations against groups and individuals involved in the operation of ‘Grow Houses’</li>   <li>➤ Reduce number of homicides in line with Strategy Statement commitments</li> <li>➤ Increase detection rate of homicides in line with Strategy Statement commitments</li> <li>➤ Reduce number of total sexual offences in line with Strategy Statement commitments</li> </ul>	<p><b>Detective Superintendent, Anglesea Street</b></p>	<p><b>Reduced crime and the fear of crime</b></p>



<p><b>Target high volume property crime and crimes against the person, including: - cont</b></p> <ul style="list-style-type: none"> <li>➤ Crimes involving prohibited weapons</li> <li>➤ Domestic violence incidents</li> <li>➤ Crimes of a sexual nature</li> </ul>	<p>victims of sexual abuse and domestic violence</p> <ul style="list-style-type: none"> <li>➤ Implementation of Campaign to reduce knife crime in Cork City Division</li> <li>➤ Maintaining a monthly warrant monitoring system</li> <li>➤ Maintaining the focus on fingerprinting/palmpinting of persons detained</li> <li>➤ Monthly Crime Management Meetings</li> <li>➤ Maintaining a monthly warrant monitoring system</li> </ul>	<ul style="list-style-type: none"> <li>➤ Increase number of detections of sexual offences in line with Strategy Statement commitments</li> <li>➤ Reduce number of burglaries in line with Strategy Statement commitments</li> <li>➤ Increase number of detections of burglaries in line with Strategy Statement commitments</li> <li>➤ Reduce number of robberies in line with Strategy Statement commitments</li> <li>➤ Increase number of detection of robberies in line with Strategy Statement commitments</li> <li>➤ Reduce number of total thefts in line with Strategy Statement commitments</li> <li>➤ Increase number of detections of total thefts in line with Strategy Statement commitments</li> <li>➤ Reduce number of theft from shops in line with Strategy Statement commitments</li> <li>➤ Increase number of detections of theft from shops in line with Strategy Statement commitments</li> <li>➤ Reduce number of thefts from MPV in line with Strategy Statement commitments</li> <li>➤ Increase number of detections of theft from MPV in line with Strategy Statement commitments</li> <li>➤ Knife Crime Campaign implemented</li> <li>➤ Increase number of fingerprints/palmprints submitted to the Technical Bureau</li> <li>➤ Hold Monthly Crime Management Meetings</li> <li>➤ Increase execution rate for Bench Warrants</li> <li>➤ Increase execution rate for other Warrants</li> </ul>	<p style="text-align: center;"><b>Detective Superintendent, Anglesea Street</b></p>	<p style="text-align: center;"><b>Reduced crime and the fear of crime</b></p>
<p>Support and protect child victims</p>	<p>Interagency cooperation with the H.S.E. in relation to the investigation of crimes against children</p>	<p>All crimes against children recorded and investigated</p>		
<p>Enhance organisational capability in managing the risks associated with sex offenders</p>	<p>Ensuring the provisions of the Sex Offenders Act 2001 are implemented</p> <p>Fully Implementing Garda Policy on the Investigation of Sexual Crimes</p>	<p>Risk assess all persons in Cork City Division subject to the provisions of the Sexual Offenders Act 2001</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.*

<b>Key Actions</b>	<b>Divisional Actions</b>	<b>Performance Indicators</b>	<b>Process Owner</b>	<b>Outcome</b>
Intelligence led enforcement of Road Traffic and Road Transport Legislation	<p>Continuing to deliver high visibility enforcement in Cork City division by targeting dangerous road user behaviour through:</p> <ul style="list-style-type: none"> <li>➤ Utilisation of available information to identify priority times and locations for enforcement</li> <li>➤ Full utilisation of detection equipment and enabling technology</li> </ul> <p>Multi-unit, multi-agency checkpoints to improve cooperation and coordination between units and other agencies</p> <p>Enhanced capability in the detection of drug driving</p> <p>Education of motor bike users</p>	<ul style="list-style-type: none"> <li>➤ Reduce number of fatal injury traffic collisions</li> <li>➤ Reduce number of serious injury traffic collisions</li> <li>➤ Reduce number of minor injury traffic collisions</li> <li>➤ Reduce number of material damage traffic collisions</li> <li>➤ Increase number of MAT checkpoints conducted between 12am and 4am on weekend nights</li> <li>➤ Increase number of breath tests</li> <li>➤ Roads Policing Operation Plan 2011 completed</li> </ul> <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>➤ Increased compliance with speed limits</li> <li>➤ Increased compliance for drink driving</li> <li>➤ Increase seatbelt wearing</li> </ul> <p>80% of speed enforcement carried out in speed enforcement zones using speed detection vehicles</p> <p>Field Impairment testing delivered to all operational members</p> <p>Increase number of persons taking part in bike safe training</p>	<b>Superintendent T. Myers and Divisional Traffic Inspector</b>	<b>Safer roads and improved road user behaviour leading to a reduction in deaths and serious injuries</b>

<p>Intelligence led enforcement of Road Traffic and Road Transport Legislation - <i>cont</i></p> <p>Increase roads policing capability in An Garda Síochána to deny the use of our roads for criminal activity</p>	<p>Continue to educate young drivers in relation to road safety and include traffic awareness on all Schools Programmes</p> <p>Devise a Casualty Reduction Strategy with the overall objective of reducing fatal and serious injury collisions</p> <p>Denying the use of our roads for criminal activity by:</p> <ul style="list-style-type: none"> <li>➤ Intelligence led roads policing operations based on local intelligence</li> <li>➤ Increasing levels and quality of intelligence</li> <li>➤ The provision of appropriate resources and training to ensure effective roads policing</li> <li>➤ The continued development of ANPR</li> <li>➤ The development of a Criminal Interdiction Programme for An Garda Síochána</li> <li>➤ Monthly liaison meetings between Detective Inspectors and Divisional Traffic Inspector</li> </ul>	<p>Maintain number of Road Safety Awareness talks given to schools &amp; colleges</p> <p>Casualty Reduction Strategy implemented</p> <ul style="list-style-type: none"> <li>➤ Number of Targeted High Visibility Strategy of Crime Checkpoints aimed at detecting travelling criminals completed</li> <li>➤ Increase number of positive hits on ANPR in relation to Traffic related offences</li> <li>➤ Monitoring and updating the number of target vehicles on ANPR System</li> <li>➤ Criminal Interdiction Programme delivered to all Traffic Corps members</li> <li>➤ Attend all liaison meetings</li> </ul>	<p><b>Superintendent T. Myers and Divisional Traffic Inspector</b></p>	<p><b>Safer roads and improved road user behaviour leading to a reduction in deaths and serious injuries</b></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.*

<b>Key actions</b>	<b>Divisional Actions</b>	<b>Performance Indicators</b>	<b>Process Owner</b>	<b>Outcome</b>
<p>Minimise the impact of public disorder, assaults and criminal damage</p> <p>Improved understanding and responsiveness to community needs</p>	<p>Through proactive analysis identify public order hotspots and deploy appropriate resources to identified areas in respect of alcohol &amp; drug related anti-social behaviour and youth crime</p> <p>Providing a co-ordinated approach to incidents of public disorder and Anti-Social Behaviour</p> <p>Reducing the fear in communities caused by the incidents of antisocial behaviour by the continued use of Anti Social Behaviour Orders and targeted operations</p> <p>Enhancing community safety through targeted high visibility patrols</p> <p>Supporting Garda Management in tackling feuding activity</p> <p>Full utilisation of all available legislation particularly in relation to underage drinking</p> <p>Conducting test purchase operations to identify outlets selling and supplying alcohol to underage persons</p> <p>Continuing to liaise with the licensed trade and those involved in the management of the night time economy to reduce incidents of public disorder and anti-social behaviour</p>	<p>Reduce number of Public Order Offences in line with Strategy Statement commitments</p> <p>Reduce number of Drunkenness Offences in line with Strategy Statement commitments</p> <p>Reduce number of Assaults Causing Harm</p> <p>Reduce number of Minor Assaults</p> <p>Reduce number of Criminal Damage incidents</p> <p>Reduce number of arson incidents</p> <p>Increase number of ASBOS issued to adults</p> <p>Increase number of ASBOS issued to children</p> <p>Reduction in feud related activity</p> <p>Increase number of Inspections of licensed premises</p> <p>Increase number of test purchase operations</p> <p>Continued liaison with external stakeholders</p>	<p><b>Superintendent C. Cadogan</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>Divisional Actions</b>	<b>Performance Indicators</b>	<b>Process Owner</b>	<b>Outcome</b>
<p>Work with and support all sections of our community</p> <p>Ensure the protection of vulnerable persons and groups including Children, Older People and Diverse Communities</p>	<p>Ensuring that Community policing is embedded in all Communities in Cork City Division</p> <p>Evaluating Community Alert and Neighbourhood Watch Strategies</p> <p>Supporting the work of the National Children Services Implementation Group(NCSIG) and Children’s Services Committee (CSC) Initiative</p> <p>The implementation of a plan in Cork City Division to support the Older People Strategy</p> <p>The implementation of a plan to support the Youth and Children Strategy for 2012 -2014</p>	<p>Commitment to Garda Síochána National Model of Community Policing accomplished</p> <p>Evaluation of Community Alert and Neighbourhood Watch Strategies completed</p> <p>Participation in Children’s Services Committee Initiative</p> <p>Increase number of meetings held with elderly groups</p> <p>Increase number of information seminars given to older people</p> <p>Increase number of meetings held with other agencies</p> <p>Maintain number of school visits</p> <p>Number of formal JLO cautions</p> <p>Number of informal JLO cautions</p> <p>Number of Restorative Interventions</p> <p>Number of Drug Task Force Projects</p> <p>Number of Garda Youth Diversion Projects</p> <p>Number of high risk children referred to Drug Task Force Projects</p> <p>Number of high risk children referred to Garda Youth Diversion Projects</p> <p>Number of high risk children referred to statutory &amp; voluntary agencies for drug/alcohol assessment</p>	<p><b>Superintendent C. Barry</b></p>	<p><b>Trust and confidence in the Garda service</b></p>

<p>A partnership approach to solving community problems</p>	<p>Implementation of the Garda Diversity Strategy 2009-2012</p>	<p>Maintain number of networking/liaison meetings attended  Maintain number of activities undertaken  Maintain number of Ethnic Liaison Officers</p>		
<p>Recognising and responding to the needs of victims of crime</p>	<p>Playing an active role in the operation of Joint Policing Committees (JPCs) and working in partnership with community groups</p> <p>Implementing the recommendations the of JPC Survey 2009</p> <p>Fully supporting Victims of Crime</p> <p>Number of Family Liaison Officers trained</p>	<p>Attend JPC meetings  Maintain number of Safety Fora  Maintain number of Safety Units</p> <p>Recommendations of the JPC Survey 2009 implemented</p> <p>Garda Victims of Crime Charter implemented  Increased quality of service to victims of crime</p> <p>Increase number of Family Liaison Officers trained</p>	<p><b>Superintendent C. Barry</b></p>	<p><b>Trust and 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>Divisional Actions</b>	<b>Performance Indicators</b>	<b>Process Owner</b>	<b>Outcome</b>
The continued development of an excellent organisation	Divisional Targeted training initiatives introduced in Cork City Division to improve organisational competence  Completion of Committed to Excellence Programme in each District in cork City Division	Delivery of CPD 2011 Programme Delivery of Training Courses to meet local requirements  Committed to Excellence accreditation achieved by the four Districts	<b>Superintendent J.F. McPolin</b>	<b>Highly motivated people</b>
Maintain compliance with Human rights and legislative requirements for persons in Garda custody	Enhancing facilities for dealing with persons detained in custody	Cell accommodation updated Briefings given to members on Custody Regulations		<b>Better service to citizens</b>
Ensure value for money in the management of resources	Alignment of the 2011 Cork City Garda budget with the Annual Policing Plan	Policing priorities financed within the voted overtime budget Policing priorities financed within the voted travel & subsistence budget		<b>More effective use of resources</b>
	Review of Public Procurement Contracts within Cork City Division	Contracts reviewed and renewed in accordance with value for money principles		
	Review of Cork City Risk Management Register	Risk Management Register reviewed on quarterly basis Risk Management Training completed		
	Implementing the Garda Environmental and Energy Strategy	Garda Environmental and Energy Strategy implemented		
	Review level of absence in Cork City Division	Absence levels reviewed on monthly basis		

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