

# **An Garda Síochána**



## **Cork City Division Policing Plan 2012**

**‘Working with our Communities’**

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## **Foreword**

I am pleased to present the Policing Plan 2012 for Cork City Division. The plan sets out how we will deliver an effective police service for Cork City Division in order to achieve our goal of keeping the people of Cork City safe. Our Policing Plan outlines clear priorities and strategies to provide policing services that are responsive to the needs of our community.

The plan also reflects the priorities for An Garda Síochána as determined by the Minister for Justice and Equality under Section 20 of the Garda Síochána Act, 2005. However, while the Policing Plan sits at the heart of National Policies and Strategies, it has been adapted to include the local priorities for Cork City Division. This has been achieved through consultation with a wide variety of people, including my Divisional Force, Joint Policing Committees, representatives from Local Government and Community Groups. Through this process we have heard clear messages about the policing service the people of Cork want us to deliver.

We work in a dynamic and changing environment and we will continue to rise to the challenge of delivering an excellent police service. Our professional approach, and a focus on enhancing all aspects of service delivery, is aimed at continuing to reduce crime, protect communities and improve road safety outcomes.

I am committed to sustaining and improving, where possible, the levels of performance across the broad range of activities that my Divisional Force delivers. The changing face of policing and the expectations of our community, along with the current financial climate, create challenges for An Garda Síochána. The demands of policing Cork City will have to be met with fewer resources and I will ensure that our Division will maximise frontline policing by being innovative and efficiently using our Force. We will explore ways to continually improve the service we provide, increase adaptability and flexibility, and report to the community on our performance.

Over time we have delivered on our commitment to ensure a safer city. Our success has been earned by working in partnership with our local communities, the hard work of our staff and a strong determination to provide excellent policing to the communities of Cork City. We will continue to deliver an effective policing service in an efficient manner.

I intend to deliver on the targets set out on this ambitious Policing Plan for Cork City Division. Together, with our partners, through the commitment of my Force and ultimately with the support and co-operation of the communities we serve, we will make Cork City a safe place to live, conduct business and visit.

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**Michael A. Finn**  
**Chief Superintendent**

## ***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 2012**

*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 Equality 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 2012**

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 and white collar crime.

#### **Policing Communities**

To provide a policing service which meets the needs of local communities.

#### **Roads Policing**

To continue to reduce the number of deaths and serious injuries on our roads 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, and to keep all victims of crime informed about the progress of their cases.

#### **Domestic and Sexual Violence**

To prevent domestic, sexual and gender-based violence and to effectively tackle such violence when it occurs.

#### **Human Trafficking**

To prevent, detect and investigate 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>		
<b>Continue to identify and analyse the threats to the State emanating from terrorist and extremist groups and take appropriate action</b>	Increased Tactical and Strategic Intelligence Assessments to inform local management and National Units of emerging patterns, trends and thus assist in critical decision making	Divisional plans to tackle dissident republican activities, drafted, approved and implemented	<b>Detective Superintendent Sean Healy</b>	<b>A secure Nation</b>		
	Increase awareness within Cork City Division of the prevailing threat from terrorist groupings by ensuring training through appropriate forums	District seminars on the topic of 'Dissident Republican Activities' completed				
<b>Continue to identify and analyse threats to other countries emanating from terrorist and extremist elements within this jurisdiction</b>	Working with International Security and Police partners and Crime & Security Section in combating terrorist procurement, financing and operational activities	Number of successful interventions in thwarting terrorist grouping operational activity		<b>Detective Superintendent Sean Healy</b>	<b>An active role in enhancing National Security</b>	
	The timely dissemination of intelligence in Cork City Division to support operational management in the targeting of terrorist and extremist elements	Timely delivery of quality intelligence packages				
<b>Continue to disrupt the connection between organised crime gangs and subversive/terrorist groups</b>		Complete the implementation and training of personnel in the use of the CHIS Charter System	<b>Detective Superintendent Sean Healy</b>			<b>An active role in enhancing National Security</b>
	Increased assessment and dissemination of intelligence relative to the organised crime and terrorist interface in Cork City Division	The number of successful interventions in tackling links between crime groups and terrorist organisations				

<p><b>Consolidate organisational requirements emerging from the ‘Framework for Major Emergency Management in Ireland’</b></p>	<p>Continue to work with the Cork/Kerry Major Emergency Planning Group in conducting the Cork City Risk Assessment</p> <p>Implementation of the Major Emergency Management Programme 2012</p>	<p>Risk assessment of major emergency hazards in each District</p> <p>The number of Major Emergency Planning exercises conducted in Cork City Division in accordance with the Major Emergency Management Programme</p> <p>Improve Internal Major Emergency capability in Cork City Division by establishing a Divisional Implementation Team</p> <p>Supporting the development of Interagency Guidance Documents and Protocols for:</p> <ul style="list-style-type: none"> <li>➤ Interagency co-ordination of motorway incidents</li> <li>➤ Interagency major emergency media plan template</li> <li>➤ Interagency Mass Fatality Plan</li> </ul>	<p><b>Inspector F. O’Sullivan</b></p>	<p><b>An active role in enhancing National Security</b></p>
<p><b>Prepare for Ireland’s Presidency of the EU Council, January to June 2013</b></p>	<p>Participate in all relevant plans in developing security requirements for Ireland’s EU Presidency prior to and during January – June 2012</p>	<p>Garda plans and structures in place for all security arrangements for Ireland’s EU Presidency January – June 2013 that may take place in Cork City Division</p>	<p><b>Detective Superintendent Sean Healy</b></p>	

## **Confronting Crime**

*An Garda Síochána will continue focus on the prevention of crime. This includes targeting volume property crimes such as burglaries and thefts as well as crimes against the person such as assaults. Importantly, we will ensure that we target those crimes that impact on vulnerable members of our communities, including crimes against children, domestic violence and hate crimes. We will also seek to tackle organised crime through intelligence and analysis, white collar crime and e-crime. Overall our aim is to reduce crime and the fear of crime.*

<b>National Actions</b>	<b>Divisional Actions</b>	<b>Performance Indicators</b>	<b>Process Owner</b>	<b>Outcome</b>
<b>Tackle property crime</b>	Continued crime prevention, tackling offenders, especially repeat offenders, and targeting crime hotspots as identified by analysis. This will reduce property crimes such as burglaries, thefts and robberies	Meeting targets set out in An Garda Síochána Strategy Statement 2010-2012 regarding property crime i.e. reduction in robbery, burglary, all theft, theft from shop, theft from MPV and theft from person incidents and increased detections	<b>Detective Inspector Gerard O'Mahony</b>	<b>Reduced crime and the fear of crime</b>
	Pro-active and analysis led policing of the night time economy	Reduced crimes against the person i.e. assaults causing harm, minor assaults  Increased detection rates for assaults		
<b>Tackle crimes against the person</b>	Utilise all forensic and specialist services to increase crime detection rate.	Increased % of fingerprints/palmprints taken from prisoners and submitted to the Technical Bureau	<b>Superintendent B. McPolin</b>	
	Developing and implementing a Regional Crime Reduction Strategy  Holding Monthly Crime Meeting to review performance, share information and devise strategies to tackle property crime	Implement Regional Crime Reduction Strategy in Cork City Division  Regional Crime Management Conference attended each month  Increased execution rate for all categories of warrants		



<p><b>Tackle crimes against the person</b></p>	<p>Tackling of sexual crimes, human trafficking and crimes against children using expertise at National Support Services to support investigations</p> <p>Enhancing Cork City Division's capability of managing the risks associated with sex offenders</p> <p>On-going consultation with agencies supporting victims of sexual abuse and domestic violence</p> <p>Working with other agencies in Cork City to ensure that young people do not become involved in crime. Specifically, this will be achieved by challenging the behaviour of youths who offend, through the use of the Diversion Programme and Diversion Projects and where appropriate the Criminal Courts</p>	<p>Number of human trafficking offences identified and investigated</p> <p>Reduced sexual offences</p> <p>Improved detection rates for sexual offences</p> <p>Ensure all HSE Formal notifications investigated</p> <p>All persons subject to the provisions of Sexual Offenders Act 2001 risk assessed</p> <p>Support the National Sex Offender Risk Assessment and Management Pilot Project (SORAM) and attend number of formal meetings and informal meetings held with the Probation Service &amp; HSE in Cork City</p> <p>Increased liaison with agencies supporting victims of sexual abuse and domestic violence</p> <p>Full utilisation of the Diversion Programme, Garda Youth Diversion Projects and Garda Youth Crime Case Management in diverting young people away from criminal activity:</p> <ul style="list-style-type: none"> <li>➤ Number of Drug Task Force Projects</li> <li>➤ Number of Youth Diversion Projects</li> <li>➤ Number of Formal JLO cautions</li> <li>➤ Number of Informal JLO cautions</li> <li>➤ Number of Restorative Intervention</li> </ul>	<p><b>Detective Inspector Gerard O'Mahony</b></p> <p><b>Inspector Eileen Foster</b></p> <p><b>Detective Inspector Gerard O'Mahony</b></p> <p><b>Inspectors Dermot O'Connor &amp; Eileen Foster</b></p> <p><b>Superintendent Tom Myers</b></p>	<p><b>Reduced crime and the fear of crime</b></p>
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<p><b>Divert young people from crime</b></p>		<p>Knife Crime Initiative progressed</p> <p>Quarterly report from District Community Policing Teams on:</p> <ul style="list-style-type: none"> <li>➤ Community Policing Initiatives in each District</li> <li>➤ Number of young people included in Garda Youth Diversion Projects</li> </ul>	<p><b>Superintendent Tom Myers</b></p>	
<p><b>Tackle organised crime</b></p>	<p>Increase intelligence and analysis in Cork City Division to inform operations against organised crime groups</p> <p>Maintaining the focus on the illegal drugs trade including the supply and use of heroin</p> <p>Continue to work in partnership with Customs and Revenue Office, other National and International agencies</p> <p>Focusing on reducing e-crime using leading edge technology and through active engagement with the community and business stakeholders in cork City</p>	<p>Number of intelligence reports generated relating to organised crime/number of intelligence led operation carried out.</p> <p>Number of Section 15 Misuse of Drugs Act detections</p> <p>Number of Section 3 Misuse of Drugs Act detections</p> <p>Number of drug searches</p> <p>Number of seizures of heroin</p> <p>Number of Joint Investigation undertaken with Revenue/Customs</p> <p>Number of Production Orders served pursuant to the Bankers Book Evidence Act and Sections 14,52,63 &amp; 64</p> <p>Number of incidents of fraud and increased detections</p> <p>Increased knowledge and competence in dealing with e-crime</p>	<p><b>Detective Inspector G. O'Mahony</b></p> <p><b>Inspector Declan O'Sullivan</b></p>	
<p><b>Tackle e-crime by</b></p>	<p>Proactive targeting of criminal organisations and individuals in Cork City who engage in financial crime in areas of business, money laundering, terrorist financing and card payments</p>			

<p><b>Tackle white collar crime in all its forms</b></p>	<p>Working in co-operation with the Director of Corporate Enforcement and other regulatory bodies to fully investigate complex commercial fraud cases using all the skills and resources at National Support Services including the Garda Bureau of Fraud Investigation and the Criminal Assets Bureau</p>	<p>The number of major fraud investigation files submitted for consideration by the Director of Public Prosecutions in respect of criminal charges</p>	<p><b>Inspector Declan O'Sullivan</b></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 our Strategy Statement. 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>
<p><b>Continued reduction in the incident of fatal and serious injury collisions and deny the use of our roads network for criminal activity</b></p>	<p>Continued implementation of High Visibility Strategy through targeted intelligence and analysis based enforcement of roads policing and road safety operations in Cork City Division</p> <p>Use of new technologies, such as the Automatic Number Plat Recognition (AMPR) system to deny the use of our roads for criminal activity</p> <p>Speed enforcement carried out in speed enforcement zones using speed detection vehicles</p>	<p>Continued downward trend in road deaths and serious injuries</p> <p>Improve &amp; increase Garda visibility on roads network for Traffic Corps and Regular Units</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>➤ Increased compliance with speed limits</li> <li>➤ Increased compliance with drink driving legislation</li> <li>➤ Increased enforcement of Road Traffic Operations</li> </ul> <p>Number of successful interceptions using ANPR for stolen vehicles and vehicles suspected of being involved in criminal activity</p> <p>Criminal Interdiction Programme rolled out to all Traffic Corps Members</p>	<p><b>Inspector Finbarr O’Sullivan</b></p>	<p><b>Safer roads and improved road user behaviour leading to a reduction in deaths and serious injuries</b></p>

<p><b>Continued reduction in the incident of fatal and serious injury collisions and deny the use of our roads network for criminal activity</b></p>	<p>Delivery a range of prevention programmes</p> <p>Continue to educate young drivers in relation to road safety and include traffic awareness on all School Programmes</p> <p>Continue to promote key messages on road safety, for example through Crime Call and local media in Cork City</p> <p>Continue to confront and change the behaviour of youth who commit road traffic offences</p> <p>Continue inter-departmental co-operation through bi-lateral and multi-agency operations</p> <p>One bi-lateral agency checkpoint conducted in each Division per month</p> <p>Ensure that all members are regularly upskilled in Road Traffic legislation, practice and procedures</p>	<p>Increase prevention initiatives undertaken</p> <p>Four School Bus Safety Operations and two Pedestrian Road Safety Awareness operations conducted in Cork City Division.</p> <p>Ongoing delivery of schools programme to transition year students</p> <p>Road Safety messages delivered through Bank Holiday Press Releases, Local Media Campaigns and Road Safety Stands at key events</p> <p>Supplement the deployment of Go-Safe cameras by Garda specific speed enforcement programmes each month in Cork City</p> <p>GATSO Van deployed at locations identified by District Officers</p> <p>One bi-lateral agency checkpoint conducted in Cork City each month</p>	<p><b>Inspector Finbarr O'Sullivan</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><b>Reduce public disorder and criminal damage</b></p>	<p>Proactive and innovative response to public disorder in Cork City Division including analysis, identification of public order and anti-social behaviour hotspots, and deployment of appropriate resources</p>	<p>Ensure the highest attainable level of Garda visibility in each community in Cork City Division</p> <p>Public disorder reduced</p> <p>Criminal Damage reduced</p> <p>Increased identification of hotspots</p>	<p><b>Superintendent C. Cadogan</b></p>	<p><b>Safer and more peaceful local communities</b></p>
<p><b>Improve the feeling of safety in the community</b></p>	<p>Use of all available legislation, particularly in relation to underage drinking and illegal drug taking</p> <p>Continued liaison 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>The continued use of behaviour warnings and good behaviour contracts to target anti-social behaviour</p>	<p>Number of detections under liquor licensing Acts</p> <p>Increase inspections of licensed premises</p> <p>Increase number of alcohol test purchase operations</p> <p>Maintain liaison with licensed trade and those involved in night time economy including the Cork Vintner Association and Responsible Retail Alcohol in Ireland (RRAI)</p> <p>Increase number of behaviour orders, warnings and good behaviour contracts issued</p>		

<p><b>Improve the feeling of safety in the community</b></p>	<p>Enhanced community safety through targeted high visibility patrols and better use of all available technology</p> <p>Promote greater use of the Garda Agecard to reduce the consumption and sale of alcohol to people under the age of 18 years</p> <p>Optional utilisation of Divisional resources to police major recreational and cultural events</p>	<p>Increased feelings of safety in the community through targeted patrolling</p> <p>Plan for information led high visibility patrolling developed and implemented in Cork City Division</p> <p>National Agecard Awareness Campaigns supported</p> <p>Successful management of major events</p>	<p><b>Superintendent C. Cadogan</b></p>	<p><b>Safer and more peaceful local communities</b></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.*

<b>Key actions</b>	<b>Divisional Actions</b>	<b>Performance Indicators</b>	<b>Process Owner</b>	<b>Outcome</b>
<b>Continue meaningful engagement with young people</b>	<p>The implementation of the Garda Youth and Children Strategy 2012-2014 and the continued delivery of Garda Primary and Secondary School Programmes</p> <p>Proactive co-operation with all relevant Departments, organisations and agencies to improve the safety of children and young people in Cork City Division</p>	<p>Year One of Garda Youth &amp; Children Strategy implemented</p> <p>Hold Garda Youth Awards</p> <p>Number of School Visits conducted</p> <p>Number of initiatives undertaken to engage with children and young people in Cork City Division</p>	<b>Superintendent Charles Barry</b>	<b>Trust and confidence in the Garda service</b>
<b>Ensure the protection of vulnerable persons and groups</b>	<p>Continued implementation of the Garda Diversity Strategy 2009-2012, the Garda Older People Strategy and the Safer Communities Campaign</p>	<p>Final year of Diversity Strategy implemented</p> <p>Number of diversity initiatives conducted</p> <p>Number of older people initiatives conducted</p>		
<b>Improved understanding and responsiveness to community needs</b>	<p>Continued implementation of the National Model of Community Policing in the areas of Neighbourhood Watch and Community Alert</p>	<p>Two Supporting Safety Community Campaigns delivered</p> <p>Support the development of new Neighbourhood Watch and Community Alert guidelines within the Context of the National Community Policing Model</p>		



<p><b>Improved understanding and responsiveness to community needs</b></p> <p><b>Recognising and responding to the needs of the victims of crime</b></p>	<p>Continue to actively participate in Joint Policing Committees (JPCs) and work in partnership with community groups to understand their needs and expectations</p> <p>Continued implementation of the Garda Victims Charter and engagement in partnership with Government funded Victim Support groups</p>	<p>Active participation in all established JPCs and local Policing Fora</p> <p>Commitments to Garda Victims Charter monitored</p> <p>Increase number of letters sent to victims of crime</p> <p>Increase number of Family Liaison Officers trained</p>	<p><b>Superintendent Charles Barry</b></p>	<p><b>Trust and confidence in the Garda service</b></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.*

<b>Key actions</b>	<b>Divisional Actions</b>	<b>Performance Indicators</b>	<b>Process Owner</b>	<b>Outcome</b>
<b>Workforce Planning</b>	Continued implementation of the Public Service (Croke Park) Agreement 2010-2014. This includes the continued programme of civilisation with the aim of maximising the number of Gardaí available for operational duty	Support the delivery within the set timeframes of: <ul style="list-style-type: none"> <li>➤ Performance and Accountability Learning Framework (PALF)</li> <li>➤ Rostering/attendance system that more closely matches the availability of staff with policing demand and complies with the EU Working Time Directive</li> <li>➤ Appropriate reporting arrangements between An Garda Síochána &amp; Civilian support staff</li> </ul>	<b>Superintendent J.F. McPolin</b>	<b>Highly motivated people</b>
<b>Organisation Reform</b>	Improved procedures for the reporting of sickness absences and injury on duty to facilitate earlier intervention by Occupational Health Service, Employee Assistance Service and HR	Reduce unplanned absences through constant review and monitoring on a weekly basis at District level  Hold quarterly Welfare Committee Meeting Hold quarterly Health & Safety Meeting Hold quarterly Employee Assistance Meeting  Support the review of injury on duty policy		<b>Better service to citizens</b>  <b>More effective use of resources</b>

<p><b>Ensure value for money and the innovate use of resources</b></p>	<p>Divisional targeted training initiatives introduced in Cork City Division to improve organisation competence</p> <p>District and thematic audits conducted and recommendations provided</p> <p>Delivery of policing within the Garda budget, including the effective use of resources</p> <p>Continued achievement of savings through procurement strategies</p>	<p>Delivery of Training courses to meet local requirements</p> <p>Conduct District and thematic audits</p> <p>Policing service delivered within overtime budget Policing serviced delivered within travel &amp; subsistence budget</p> <p>Procurement contracts reviewed and renewed in accordance with value for money principles</p> <p>Hold regular Divisional Procurement Committee Meetings</p>	<p><b>Superintendent J.F. McPolin</b></p>	<p><b>More effective use of resources</b></p>
<p><b>Enable smart processes and technologies to support frontline policing delivery</b></p>	<p>Reducing the environmental impact of An Garda Síochána through the continued implementation of organisation Environmental Strategy</p> <p>Implementation of identified interventions under the strategic review of the operational effectiveness and resilience under the GRACE programme (Garda Response to a Changing Environment)</p> <p>Continued use of technology to support operational planning</p>	<p>Garda Environmental Strategy supported</p> <p>Financial savings and efficiencies achieved through procurement, environmental changes and GRACE recommendations</p> <p>Introduction of CAD Pilot in Cork City</p>		

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