

An Garda Síochána



Cork West Division Policing Plan 2012

Mission Statement

Working with Communities to Protect and Serve

Table of Contents

Table of Contents	2
Vision, Mission, Values of An Garda Síochána.....	3
Foreword.....	4
Strategic Goal One – Ensuring our Nation’s Security	6
Strategic Goal Two – Confronting Crime	8
Strategic Goal Three – Effective Roads Policing.....	11
Strategic Goal Four – Ensuring a Peaceful Community.....	14
Strategic Goal Five – Working with Communities.....	16
Strategic Goal Six – An Excellent Organisation	18
Divisional Contact Details	20

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 2012. This Policing Plan sets out the strategic priorities of An Garda Síochána in the Cork West Division for the coming year 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.

The Strategy Statement 2010 – 2012 is based upon four core values namely;

- Honest – 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.

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.

Thomas Hayes
Chief Superintendent
Cork West Division

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 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 2012

The Minister has determined the following matters as priorities for the Garda Síochána for 2012, 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

Key actions	This will be achieved by	Performance Indicators	Process Owner	Outcome
Continue to identify and analyse the threats to the State emanating from terrorist and extremist groups and take appropriate action	<p>The provision of Tactical and Strategic Intelligence Assessments to inform local management and National Units of emerging patterns, trends and thus assist in critical decision making</p> <p>The maintenance of awareness within the Garda organisation of the prevailing threat from terrorist groupings by delivery of training through appropriate forums</p>	<p>Divisional plans to tackle dissident republican activities drafted, approved and implemented</p> <p>Divisional seminars on the topic of 'Dissident Republican Activities' completed.</p> <p>The number of successful interventions in thwarting terrorist grouping operational activity</p>	Detective Inspector J Moore	A secure nation
Continue to identify and analyse threats to other countries emanating from terrorist and extremist elements within the Divisional Region	<p>Supporting the Organisation in Working with International Security and Police partners in combating terrorist procurement, financing and operational activities</p> <p>The timely dissemination of intelligence to support operational management in the targeting of terrorist and extremist elements</p>	<p>The timely delivery of quality intelligence packages.</p> <p>Complete the implementation and training of personnel in the use of the CHIS Charter System</p>		
Continue to disrupt the connection between organised crime gangs and subversive/terrorist groups	<p>Continued assessment and dissemination of intelligence relative to the organised crime and terrorist interface</p>	<p>The number of successful interventions in tackling links between organised groups and terrorist organisations</p> <p>Risk assessment of major emergency hazards conducted in each Division.</p>	Detective Inspector J Moore	
Consolidate organisational requirements emerging from the "Framework for Major Emergency Management in Ireland"	<p>Supporting the work of the Office of Emergency Planning, in conducting a National Risk Assessment</p>	<p>Major emergency planning exercises conducted in each Division in accordance with the Major Emergency Management Programme.</p>	Inspector B Fogarty	

Ensuring our Nation's Security (continued)

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Key actions	This will be achieved by	Performance Indicators	Process Owner	Outcome
Prepare for Ireland's Presidency of the EU Council, January to June 2013	<p>Implementation of the Major Emergency Management Programme 2012</p> <p>Supporting the Organisation where necessary in developing security requirements for Irelands EU Presidency prior to and during January – June 2013</p>	<p>Supporting the development of Interagency Guidance Documents and Protocols for:</p> <ul style="list-style-type: none"> • Interagency coordination of motorway incidents. • Interagency major emergency media plan template • Interagency Mass Fatality Plan <p>Garda plans and structures in place regarding security arrangements for events relative to Irelands EU Presidency January – June 2013 that may take place in the Division.</p>	<p>Inspector B Fogarty</p> <p>Inspector G Lacey</p>	An active role in enhancing national security

Confronting Crime

An Garda Síochána will continue to 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.

Key actions	This will be achieved by	Performance Indicators	Process Owner	Outcome
Tackle property crime	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 (reduction of incidents of property crime and increased detections)	Each District Officer, Cork West	Reduced crime and the fear of crime
		Reduced crimes against the person		
	Pro-active and analysis led policing of the night time economy	Reduced assaults		
	Utilise all forensic and specialist services to increase crime detection rate.	Increased detections for crimes against the person		
Tackle crimes against the person	Developing and implementing a Divisional crime reduction strategy	Increased number of fingerprints / palmprints submitted to the Technical Bureau.	Detective Inspector J Moore	
	Holding monthly crime management meetings to review performance, share information and devise strategies to tackle property crime	Divisional Crime reduction strategy implemented in each Division		
	Tackling of sexual crimes, human trafficking and crimes against children using expertise at National Support Services to support investigations	Divisional Crime Management Conference held each month		
	Supporting the Organisation in enhancing its capability of managing the risks associated with sex offenders	No. of human trafficking offences identified and investigated		
		Support the extension of the National Sex Offender Risk Assessment and Management Pilot Project (SORAM) to additional Divisions in the Divisional Region , 4 formal meetings and 8 informal meetings held with the Probation Service & HSE at Divisional level		

Confronting Crime (continued)

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Key actions	This will be achieved by	Performance Indicators	Process Owner	Outcome
Divert young people from crime	<p>On-going consultation with agencies supporting victims of sexual abuse and domestic violence</p> <p>Working with other agencies 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>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> <p>Number of Intelligence reports generated relating to organised crime/ number of intelligence led operations carried out</p> <p>Quarterly report from the Divisional Community Policing teams on</p> <ul style="list-style-type: none"> Community policing initiatives in each Division Number of young people included in Garda Youth Diversion Programmes 	<p>Inspector B Fogarty</p> <p>Inspector C Collins</p>	
Tackle organised crime	<p>Using intelligence and analysis 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>Working in partnership with Revenue / Customs</p>	<p>Number of seizures of controlled drugs</p> <p>Number of Joint investigations undertaken with Revenue/Customs</p>	Detective Inspector J Moore	
Tackle e-crime by	<p>Support the Organisation in focusing on reducing e-crime using leading edge technology and through active engagement with the community and business stakeholders</p>	<p>Number of production orders served pursuant to the Bankers Book Evidence Act and Sections 14,52,63,64</p> <p>Reduced incidents of fraud and increased detections</p>		

<p>Tackle white collar crime in all its forms</p>	<p>Proactive targeting of criminal organisations and individuals who engage in financial crime in areas of business, money laundering, terrorist financing and card payments</p> <p>Support the National Units in the investigation of 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>Increased knowledge and competence in dealing with e-crime</p> <p>The number of major investigation files submitted for consideration by the Director of Public Prosecutions in respect of criminal charges</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.

Key actions	This will be achieved by	Performance Indicators	Process Owner	Outcome
Continued reduction in the incidents of fatal and serious injury collisions and deny the use of our roads network for criminal activity	<p>Continued implementation of High Visibility Strategy through targeted intelligence and analysis based enforcement of roads policing and road safety operations</p> <p>Developing and implementing appropriate training to address recent legislative changes to drink driving legislation.</p> <p>The use of new technologies, such as the Automatic Number Plate Recognition system to deny the use of our roads for criminal activity</p> <p>Supporting the roll out of the Criminal Interdiction programme to all Traffic Corps members</p> <p>Delivering 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 local media</p>	<p>Continued downward trend in road deaths and serious injuries</p> <p>Improve & 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"> • Increased compliance with speed limits • Increased compliance with drink driving legislation • Increased enforcement of Road Traffic Operations <p>Number of successful interceptions using A.N.P.R. 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>Four School Bus Safety operations and two Pedestrian Road Safety Awareness operations conducted in each 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>Each District Officer Cork West</p> <p style="text-align: center;">&</p> <p>Inspector G Lacey</p>	<p>Safer roads and improved road user behaviour leading to a reduction in deaths and serious injuries</p>

Effective Roads Policing (continued)

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

Key actions	This will be achieved by	Performance Indicators	Process Owner	Outcome
Continued reduction in the incidents of fatal and serious injury collisions and deny the use of our roads network for criminal activity	<p>Continue to confront and change the behaviour of youths 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 up-skilled in Road Traffic legislation, practice and procedures.</p>	Supplement the deployment of Go-Safe cameras within the Region by Garda specific speed enforcement programmes each month in each Division.	<p>Each District Officer Cork West</p> <p style="text-align: center;">&</p> <p>Inspector G Lacey</p>	Safer roads and improved road user behaviour leading to a reduction in deaths and serious injuries

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
Reduce public disorder and criminal damage	<p>Proactive and innovative response to public disorder including analysis, identification of public order and anti-social behaviour hotspots, and deployment of appropriate resources</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>Ensure the highest attainable level of Garda visibility in each town and community in the Cork West Division.</p> <p>Public disorder reduced</p> <p>Criminal damage reduced</p> <p>Ensure that alcohol test purchase operations are conducted in each District</p> <p>Support the establishment at national level of Strategic Partnerships with Vintner Associations and Responsible Retail Alcohol in Ireland (RRAI)</p> <p>Maintain liaison with Vintner Associations and license holders at Divisional level.</p>	<p>Each District Officer Cork West</p> <p>Inspector T Sugrue</p> <p>Each District Officer Cork West</p>	Safer and more peaceful local communities
Improve the feeling of safety in the community	<p>The continued use of behaviour warnings and good behaviour contracts to target anti-social behaviour</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 18 years of age</p> <p>Optimal utilisation of Regional resources to police major recreational and cultural events.</p>	<p>The number of behaviour warnings and good behaviour contracts issued</p> <p>Increased feelings of safety in the community. A Plan for information led high visibility patrolling developed and implemented in each Division</p> <p>National Agecard Awareness Campaigns supported</p> <p>Successful management of major events</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.

Key actions:	This will be achieved by:	Performance Indicators	Process Owner	Outcome
<p>Continue meaningful engagement with young people</p> <p>Ensure the protection of vulnerable persons and groups</p> <p>Improved understanding and responsiveness to community needs</p> <p>Recognising and responding to the needs of the victims of crime</p>	<p>Supporting 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</p> <p>Continued implementation of the Garda Diversity Strategy 2009-2012, the Garda Older People Strategy, and the Safer Communities Campaign</p> <p>Target and implement community engagement activities daily on each tour of duty.</p> <p>Continued implementation of the National Model of Community Policing in the areas of Neighbourhood Watch and Community Alert</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>Year One of the Garda Youth and Children Strategy implemented</p> <p>Ongoing engagement with all relevant Departments, organisations and agencies at District level</p> <p>Final year of the Garda Diversity Strategy implemented in each District</p> <p>Continued implementation of the Garda Older People Strategy</p> <p>Enhanced community interaction and increased feelings of safety.</p> <p>Two Supporting Safer 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>Active participation in all established JPCs and local policing fora</p> <p>Commitments to Garda Victims Charter monitored</p>	<p>Each District Officer Cork West</p> <p>Inspector T Sugrue</p> <p>Inspector C Collins</p>	<p>Trust and confidence in the Garda service</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.

Key actions:	This will be achieved by:	Performance Indicators	Process Owner	Outcome
Workforce Planning	Supporting the continued implementation of the Public Service (Croke Park) Agreement 2010-2014. This includes the continued programme of civilianisation 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"> a rostering/attendance system that more closely matches the availability of staff with policing demands and complies with the EU Working Time Directive. appropriate reporting arrangements between An Garda Síochána & civilian support staff 	Each District Officer Cork West	Highly motivated people
Organisational Reform	Full utilisation of the Sickness Absence Management System (S.A.M.S.) to reduce sickness absence 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	Reduced unplanned absences through constant review and monitoring at Regional / Divisional level. Support the review of Injury on Duty Policy		Better service to citizens
Ensure value for money and the innovative use of resources	Delivery of policing within the Garda budget, including the effective use of resources Continued achievement of savings through procurement strategies Reducing the environmental impact of An Garda Síochána through the continued implementation of organisational Environmental Strategy Supporting the implementation of identified interventions under the strategic review of the	Policing service delivered within budget and optimal utilisation of all Regional resources through well targeted, advanced planning and management processes. Regular meetings of Divisional Procurement Committees Ongoing review of Procurement Contracts Support the implementation of the Garda Environmental Strategy Financial savings and efficiencies achieved through GRACE recommendations	Divisional Officer	More effective use of resources

	operational effectiveness and resilience under the GRACE programme (Garda Response to a Changing Environment)	Full implementation of station closures, & reduced opening hours programme		
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