

An Garda Síochána



Annual Policing Plan 2013

Cork City Division

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Foreword

I am pleased to present the Policing Plan 2013 for Cork City Division. Our Policing Plan outlines clear priorities and strategies to provide policing services that are responsive to the needs of our community and sets out how An Garda Síochána will deliver an effective police service to ensure the safety of the people of Cork City.

The Policing Plan 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. The Policing Plan is guided by the new Garda Strategy Statement 2013 -2015 and has been adapted to include local priorities determined through consultation with a wide variety of people throughout Cork City Division, including my Divisional Force, Joint Policing Committees, representatives from Local Government and Community Groups.

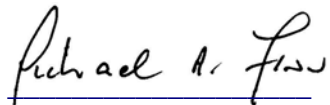
The changing face of policing and the expectations of our community, along with the current financial climate, create challenges for An Garda Síochána. My priority is to have Gardaí patrolling Cork City to protect the public we serve. Our policing approach focuses on enhancing all aspects of service delivery and is aimed at continuing to reduce crime, protect communities and improve road safety outcomes.

An Garda Síochána is undergoing significant change with a focus on achieving effectiveness and efficiencies through a programme of restructuring and reconfiguration of our service delivery methods. The demands of policing Cork City will have to be met with fewer resources and I aim to maximise frontline policing by being innovative and efficiently using resources.

During 2013 four Garda Stations in Cork City Division -Barrack Street, McCurtain Street (not operational since 2003), Rathduff and Mallow Road Stations - will close. The decision to close the stations was taken to ensure a visible Garda presence in the community. I am committed to providing the best possible policing service to the people of Cork City and I will make the best use of intelligence, technology and deployment of resources to meet operational demands.

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.

I intend to deliver on the targets set out on the 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.



Michael A. Finn
Chief Superintendent

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

Policing Priorities for An Garda Síochána for 2013

Determined by the Minister for Justice, Equality and Law Reform

The Minister, under the provisions of Section 20 of the Síochána Act 2005, has determined the following matters as priorities for the Garda Síochána for 2013:

Security

To protect the State and the people against terrorism in all its forms

Crime

To combat serious crime in all its forms, in particular violent crime, organised crime including human trafficking, and white collar crime.

Policing Communities

To provide a policing service which meets the needs of local communities, tackles antisocial behaviour and burglary and supports the needs of victims of crime, treats them with dignity and keeps them informed about the progress of cases relevant to them.

Roads Policing

To continue to reduce the number of deaths and serious injuries on our roads arising from collisions

Domestic and Sexual Violence

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

Efficient use of resources

To maximise efficiencies in resource allocation and deployment of personnel, while maintaining professional policing standards across the Force

Goal One: Securing Our Nation Ensuring our National Security is a key priority for An Garda Síochána. We are committed to maintaining national security and will continue our role in safeguarding international security					
Initiative	This will be achieved by	Action	Performance Indicators	Process Owner	Outcome
<p>Targeted operations against terrorist and extremist groups, including dissident republican</p> <p>Targeted operations against organised criminal activity, involving terrorist groups</p> <p>Continued exchange of information and intelligence with appropriate domestic and international agencies</p> <p>Enhanced level of readiness for major emergencies</p>	<p>An Garda Síochána will continue to improve its intelligence capabilities. On the basis of this intelligence, An Garda Síochána will target threats from terrorist, extremist and organised crime groups with links to terrorist groups</p> <p>An Garda Síochána will continue to share relevant intelligence with international partners. Information will also be analysed from partner agencies about threats to Ireland's own security</p> <p>An Garda Síochána will work with relevant agencies to ensure that, in the event of major emergencies, the organisation has the capability to respond effectively at a national and local level</p>	<p>Carry out a threat assessment and analysis of terrorist groups operating in Cork City Division</p> <p>Conduct proactive intelligence led operations</p> <p>Implement Garda major emergency Divisional plans and adhere to schedule of external emergency plans</p>	<p>Divisional security maintained through targeted operations</p> <p>Garda major emergency plans in place and major emergency exercises conducted in Cork City Division</p>	<p>Detective Superintendent Sean Healy</p> <p>Inspector Finbarr O'Sullivan</p>	<p>A Secure State</p> <p>Active Role in International Security</p>

Goal Two: Proactive Policing Operations

An Garda Síochána is committed to protecting the public from serious harm. Working with our partners we will develop targeted policing operations to reduce crime and ensure safety on our roads

Initiative	This will be achieved by	Action	Performance Indicators	Process Owner	Outcome
Information-led policing operations to combat crime	Successful information led interventions, based on intelligence and analysis, will be used to generate reductions in crime	Conduct Proactive intelligence lead operations		Detective Inspector Gerard O'Mahony	Reduced crime
Continue to target property crime and persistent offenders	Target the most prolific offenders involved in property crime Target property incidents such as robberies and aggravated burglaries that use threats of violence	Carry out threat assessment and analysis of high risk crime types Conduct proactive operations	Reduced property crime and increased detection rates		
Use all available means to deny criminals the use of our roads for criminal activity	An Garda Síochána will use intelligence and technology to target and disrupt individuals and groups using the roads networks for criminal purposes. This will contribute to the overall reductions in crime and improve road safety	Utilise traffic resources in the criminal interdiction programme		Inspector Finbarr O'Sullivan	

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Initiative	This will be achieved by	Action	Performance Indicators	Process Owner	Outcome
Actively address all forms of Violent Crime	<p>An Garda Síochána will continue to work to reduce violent crime through strong enforcement and prevention strategies</p> <p>An Garda Síochána will strive to ensure that individuals feel confident that they can report sexual offences and/or domestic violence and that the organisation will pursue the investigation of these offences with vigour</p> <p>Two national media events completed with the aim of increasing public awareness of An Garda Síochána’s policy relating to the investigation of incidents of sexual abuse, crimes against children or incidents of domestic violence</p>	<p>Conduct a threat assessment and analysis of violent crime</p> <p>Conduct proactive operations</p> <p>Comply with Garda Policy on Domestic and Sexual Violence</p> <p>Follow up on National media events</p>	<p>Violent crime reduced and detections increased</p> <p>Garda Policy on Domestic and Sexual Violence reviewed</p> <p>Media campaigns completed</p>	<p>Detective Inspector Gerard O’Mahony</p> <p>Superintendent Barry McPolin</p>	Reduce Crime
Work with all our partners to help prevent and reduce the threat posed by crime	<p>An Garda Síochána will seek to work effectively with all national and local groups (such as Joint Policing Committees, community and businesses organisations) to prevent and reduce the threat posed by crime</p>	<p>Implement Regional Community Policing Strategy</p>	<p>Increase feelings of safety in communities</p>		

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Initiative	This will be achieved by	Action	Performance Indicators	Process Owner	Outcome
Target organised crime, human and drug trafficking networks	The identification and targeting of organised crime groups, whose activities have such a negative impact on communities across the country (for example, trading in drugs, illegal goods, and human trafficking for the purpose of sexual and labour exploitation)	Carry out threat assessment and analysis on known organised crime groups operating in Cork City Division Conduct proactive operations	Organised crime groups targeted and disrupted	Inspector Declan O'Sullivan	Reduce Crime
Effective investigation of those who engage in white collar and financial crime	An Garda Síochána will work in conjunction with relevant partner agencies and institutions to identify and investigate groups and individuals involved in white collar/financial crime	Complete analysis of financial crime incidents Identify relevant partner agencies and institutions and develop practice model for investigation	Targeted operations against individuals, groups or organisations engaging in white collar / financial crime		

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Initiative	This will be achieved by	Action	Performance Indicators	Process Owner	Outcome
<p>Work in partnership with other agencies to successfully enforce our roads policing strategy</p> <p>Targeted traffic enforcement to reduce deaths and serious injuries on our roads and to challenge dangerous road user behaviour</p>	<p>Actions appropriate to An Garda Síochána as set out in the Government Road Safety Strategy 2013-2020 will be achieved</p> <p>An Garda Síochána will use targeted enforcement, based on intelligence and analysis, as well as education and prevention programmes to reduce serious injuries and fatalities</p> <p>The development, and implementation of a Roads Policing Plan</p>	<p>Implement Government Road Safety Strategy 2013-2020</p> <p>Conduct targeted traffic enforcement, based on intelligence and analysis to reduce serious injury, accidents and fatalities</p> <p>Implement educational and prevention programmes implemented</p> <p>Implement Cork City Division roads policing plan in conjunction with National Roads Operations Plan</p>	<p>Actions appropriate to An Garda Síochána, as set out in the Government Road Safety Strategy 2013 – 2020 achieved</p> <p>Reduced fatalities and serious injuries</p> <p>Increased compliance with Road Traffic legislation</p> <p>Roads Policing Operations Plan implemented</p>	<p>Inspector Finbarr O’Sullivan</p>	<p>Safer Roads</p>

Goal Three: Ensuring Safe Communities

An Garda Síochána acknowledges the importance of community based policing. Working in partnership with communities we will continue to tackle the behaviours that affect our communities' quality of life.

Initiative	This will be achieved by	Action	Performance Indicators	Process Owner	Outcome
<p>Active community engagement to develop appropriate policing strategies that meet the needs and priorities of communities</p> <p>Support and protect vulnerable and diverse sections of our communities through community policing and proactive engagement</p> <p>Continue to support victims of crime and improve the services available to them</p> <p>Continue to foster positive relationships with children and young people to promote their personal and community safety</p>	<p>In order to ensure active community engagement, An Garda Síochána will continue to engage with all community groups and Joint Policing Committees. The existing model of community policing will be adapted to meet local needs</p> <p>An Garda Síochána will ensure that victims of crime are kept updated. We will also continue to review our policies and practices in order to ensure that the best available police service is given to victims of crime</p> <p>An Garda Síochána will ensure delivery of the Garda Schools programme and use a range of other approaches, from youth groups through to social media, to engage with young people</p>	<p>Implement Divisional Community Policing Strategy</p> <p>Establish a quality assurance programme with victims of crime with a view to improve the service available to them</p> <p>Focus on youth engagement as part of Divisional Community Policing Strategy</p>	<p>Increased feelings of safety in communities through enhanced visibility and engagement</p> <p>Increased levels of confidence and satisfaction in An Garda Síochána amongst victims of crime</p> <p>Enhanced engagement with children and young people</p>	<p>Superintendent Charles Barry</p>	<p>Safe Homes</p>

<p align="center">Goal Three: Ensuring Safe Communities</p> <p align="center">An Garda Síochána acknowledges the importance of community based policing. Working in partnership with communities we will continue to tackle the behaviours that affect our communities' quality of life.</p>					
Initiative	This will be achieved by	Action	Performance Indicators	Process Owner	Outcome
<p>Targeted local crime reduction and prevention initiatives</p> <p>Working in partnership, we will continue to tackle public disorder and anti social behaviour that will affect a community's quality of life</p> <p>Provision of a visible and responsive policing service</p>	<p>An Garda Síochána will develop local crime reduction programmes in conjunction with all stakeholders thereby contributing to increased feelings of safety in the community</p> <p>Working with relevant communities and business groups we will seek to continue reducing public disorder and tackle anti-social behaviour</p> <p>An Garda Síochána will use new work systems, innovative analysis and technology (such as new command and dispatch centres) in order to ensure that the organisation responds as quickly as possible to emergency calls</p>	<p>Use Divisional JPC and local crime fora to gauge 'feeling of safety levels'</p> <p>Each District to carry out a risk assessment and analysis of public disorder and anti-social behaviour in their area.</p> <p>Conduct proactive operations</p> <p>Establish quality matrix to assess speed and quality of response to calls from the public</p>	<p>Increased feelings of safety</p> <p>Reduced public order incidents</p> <p>New regional command and dispatch centres operational</p>	<p>Superintendent Con Cadogan</p> <p>Superintendent Barry McPolin</p>	<p align="center">Safe Communities</p>

Goal Four: Delivering a Professional Service					
An Garda Síochána will continue to use all available resources efficiently to ensure the delivery of a professional policing service					
Initiative	This will be achieved by	Action	Performance Indicators	Process Owner	Outcome
<p>Develop new approaches to policing aimed at sustaining service delivery in line with our budget and resources</p> <p>Restructure the organisation to best meet the challenges of criminal activity and public demands</p> <p>Maintain and develop the knowledge and skills of our people to ensure we are capable of tackling crime and meeting the needs of our communities</p>	<p>An Garda Síochána will develop new structures and processes that ensure we can maintain our policing capability with reducing resources</p> <p>An Garda Síochána will proactively engage with staff associations and trade unions on all key change and development programmes</p> <p>As part of the restructuring of the organisation we will complete a District and Station rationalisation programme</p> <p>An Garda Síochána will identify the development and welfare needs of our people and, where possible, deliver new and innovative approaches to meet these needs</p>	<p>Complete Divisional review of practices and procedures with a view to developing new structures aimed at sustaining service delivery.</p> <p>Continue to improve the Financial Management Framework.</p> <p>Align budgets with activities</p> <p>Proactively engage with staff associations and trade union on all key change and development programmes</p> <p>Implement programme with a view to maintaining frontline policing.</p> <p>Identify development and training needs of our people in conjunction with the Garda College and Director of Finance</p> <p>Review the welfare needs of our people and ensure support systems are in place</p>	<p>New structures and processes piloted with a view to testing their effectiveness in delivering policing</p> <p>Regular constructive engagement under the Partnership Framework with staff associations and trade unions</p> <p>District and Station rationalisation programme completed</p> <p>Training identified and delivered</p>	<p>Superintendent Tom Myers</p>	<p>Best Use of Resources</p>

Goal Four: Delivering a Professional Service					
An Garda Síochána will continue to use all available resources efficiently to ensure the delivery of a professional policing service					
Initiative	This will be achieved by	Action	Performance Indicators	Process Owner	Outcome
Continue to enhance our organisation's performance and accountability systems	We will review the outcome of the pilot Performance, Accountability and Learning Framework and commence implementation for all members within the organisation	Implement Divisional Performance and Accountability and Learning Framework	Performance and Accountability and Learning Framework commenced in Cork City division	Superintendent Tom Myers	Enhanced Service Delivery
	Completion of Garda Professional Standards planned examinations and Garda Internal Audit inspections	Comply with H.Q. Circulars in relation to Internal Audits	Garda Professional Standards Unit recommendations implemented and Divisional Audits completed		
Harness technology and information to generate efficiencies in the delivery of a policing service	The organisation will continue to review and implement technology that can support the work of the organisation in a more efficient manner	Identify local initiatives that enhance policing responses in conjunction with Information Technology Section	New technology implemented to support the Garda organisation		
Reduce the organisation's cost base by exploring shared service opportunities across the public service	The organisation will proactively participate in relevant and compatible public sector shared service initiatives in line with government policy	Proactively participate in relevant and compatible public sector shared service initiatives in line with government policy	Active participation in public sector shared service initiatives		

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