

# An Garda Síochána



## Annual Policing Plan 2013

### Cork West Division

Ag obair le Pobail chun iad a chosaint agus chun freastal orthu / Working with Communities to Protect and Serve

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## ***VISION***

*‘Excellent people delivering  
policing excellence’*

## ***MISSION***

*Working with Communities to Protect and Serve*

## ***VALUES***

*Honesty - Being honest and ethical and adhering to the principles of fairness and justice*

*Accountability - Accepting individual responsibility and ensuring public accountability*

*Respect - Having respect for people, their Human Rights and their needs*

*Professionalism - Providing a professional policing service to all*

## *Foreword*

I am pleased to introduce the 2013 Policing Plan for An Garda Síochána, Cork West Division. The plan sets out the Division's policing commitments, and priorities, for the coming year. It is the first of three plans which are guided by the new Garda Strategy Statement 2013 – 2015 and incorporates the policing priorities of the Minister for Justice and Equality. The plan outlines how An Garda Síochána, Cork West Division, intends to maintain and improve, where possible, its policing service to make our Division safer for all. This will be achieved through four strategic goals

- Securing Our Nation
- Proactive Policing Operations
- Ensuring Safe Communities
- Delivering a Professional Service

These goals were decided upon following a wide consultation and analysis process during which the views of our partners, the public and the members of An Garda Síochána were sought concerning the key issues upon which they believe An Garda Síochána should concentrate during the coming year.

An Garda Síochána prides itself on its closeness to the communities we serve. However, as with all public sector organisations, An Garda Síochána is operating under difficult budgetary and resource constraints. Notwithstanding these challenges, our key priority is to put the public first and to ensure that all of our efforts and resources are focused on protecting the communities we serve. This plan reiterates An Garda Síochána's primary objective which is to prevent, disrupt and detect crime and criminal activity and to ensure that people feel safe in their homes, on our roads and in our community. Therefore, An Garda Síochána's focus will continue to be on providing a highly visible presence in our communities, working with local people and our partners to tackle terrorism, major emergencies, traffic related offences, crime and anti-social behaviour while continuously developing our organisation.

We are in a time of unprecedented economic turbulence and 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. This will ensure our capacity to deliver policing services with reduced resources

through the effective use of intelligence, technology and the deployment of resources to meet operational demands.

In this context, An Garda Síochána's District and Station Rationalisation Programme for Cork West Division is tabulated on page 16. The Programme sets out the amalgamation of Macroom and Kanturk Garda Districts. These changes will enable An Garda Síochána to make the best use of resources, and the Garda infrastructure, to deliver the optimum policing service to our communities.

I am committed to delivering policing services that have a high impact and deliver value for money. This plan continues An Garda Síochána's implementation of the Public Service (Croke Park) Agreement 2010-2014 and the Government's Public Service Reform Plan.

I am confident that through collaboration with our partners and communities, we will continue to explore opportunities to enhance operational effectiveness, deliver services efficiently and reduce our costs while also disrupting criminals and criminal activity throughout the State.

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T. J. Hayes  
Chief Superintendent of  
An Garda Síochána,  
Cork West Division

## **Policing Priorities for An Garda Síochána for 2013**

Determined by the Minister for Justice and Equality

The Minister, under the provisions of section 20 of the Garda 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 anti-social 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**

<b>Initiative</b>	<b>This will be achieved by</b>	<b>Action</b>	<b>Performance Indicators</b>	<b>Process Owner</b>	<b>Outcome</b>
<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>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>A threat assessment and analysis of terrorist groups operating in the Cork West Garda Division to be carried out</p> <p>Proactive intelligence led operations to be put in place</p>	<p>Divisional security maintained through targeted operations</p>	<p>Detective Inspector J. Moore</p>	<p><b>A Secure State</b></p>
<p>Enhanced level of readiness for major emergencies</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>Divisional major emergency plans implemented and schedule of external emergency plans adhered to</p>	<p>Major emergency plans in place and major emergency exercises conducted in Division</p>	<p>Inspector B Fogarty</p>	<p><b>Active Role in International Security</b></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
<p>Information-led policing operations to combat crime</p> <p>Continue to target property crime and persistent offenders</p> <p>Use all available means to deny criminals the use of our roads for criminal activity</p>	<p>Successful information led interventions, based on intelligence and analysis, will be used to generate reductions in crime</p> <p>Target the most prolific offenders involved in property crime</p> <p>Target property incidents such as robberies and aggravated burglaries that use threats of violence</p> <p>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</p>	<p>Proactive intelligence lead operations to be put in place</p> <p>A threat assessment and analysis of high risk crime types to be carried out</p> <p>Proactive operations to be put in place</p> <p>Traffic resources to be fully utilised in the criminal interdiction programme</p>	<p>Reduced property crime and increased detection rates</p>	<p>Superintendent C O Sullivan</p> <p>Detective Inspector J Moore</p>	<p><b>Reduced crime</b></p>



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<b>Initiative</b>	<b>This will be achieved by</b>	<b>Action</b>	<b>Performance Indicators</b>	<b>Process Owner</b>	<b>Outcome</b>
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 media events completed in the Division 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>A threat assessment and analysis of violent crime will be conducted</p> <p>Proactive operations to be put in place</p> <p>Ensure Compliance with Garda Policy on Domestic and Sexual Violence</p> <p>National media events are followed up locally</p>	<p>Violent crime reduced and detections increased</p> <p>Garda Policy on Domestic and Sexual Violence reviewed</p> <p>Media campaigns completed by Crime Prevention Officer</p>	<p>Superintendent C O Sullivan</p> <p>Detective Inspector J Moore</p>	<b>Reduce Crime</b>
Work with all our partners to help prevent and reduce the threat posed by crime	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	Implement Divisional Community Policing Strategy	Increase feelings of safety in communities		

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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)	<p>A threat assessment and analysis to be carried out on known organised crime groups operating in the Cork West Garda Division.</p> <p>Proactive operations to be put in place</p>	Organised crime groups targeted and disrupted	<p>Superintendent C O Sullivan</p> <p>Detective Inspector J Moore</p>	<b>Reduce Crime</b>
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	Analysis of financial crime incidents to be undertaken. Relevant partner agencies and institutions to be identified and a best practice model developed for investigation	Targeted operations against individuals, groups or organisations engaging in white collar / financial crime		

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**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
<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>Government Road Safety Strategy 2013-2020 implemented</p> <p>An Garda Síochána will use targeted enforcement, based on intelligence and analysis to reduce serious injury, accidents and fatalities</p> <p>Educational and prevention programmes implemented</p> <p>Cork West Garda Division roads policing plan implemented 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>Superintendent C O Sullivan</p> <p>Divisional Traffic Inspector G Lacey</p>	<p><b>Safer Roads</b></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.**

<b>Initiative</b>	<b>This will be achieved by</b>	<b>Action</b>	<b>Performance Indicators</b>	<b>Process Owner</b>	<b>Outcome</b>
<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>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>Divisional Community Policing Strategy Implemented</p>	<p>Increased feelings of safety in communities through enhanced visibility and engagement</p>	<p align="center">Superintendent W Horgan</p>	<p align="center"><b>Safe Homes</b></p>
<p>Continue to support victims of crime and improve the services available to them</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>A quality assurance programme to be put in place with victims of crime with a view to improve the service available to them</p>	<p>Increased levels of confidence and satisfaction in An Garda Síochána amongst victims of crime</p>		
<p>Continue to foster positive relationships with children and young people to promote their personal and community safety</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>Divisional Community Policing Strategy to include dedicated youths section</p>	<p>Enhanced engagement with children and young people</p>		

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Initiative	This will be achieved by	Action	Performance Indicators	Process Owner	Outcome
Targeted local crime reduction and prevention initiatives	An Garda Síochána will develop local crime reduction programmes in conjunction with all stakeholders thereby contributing to increased feelings of safety in the community	Local crime fora used to gauge 'feeling of safety levels' in the Division	Increased feelings of safety		
Working in partnership, we will continue to tackle public disorder and anti social behaviour that will affect a community's quality of life	Working with relevant communities and business groups we will seek to continue reducing public disorder and tackle anti-social behaviour	Each District to carry out a risk assessment and analysis of public disorder and anti-social behaviour in their area  Proactive operations to be put in place	Reduced public order incidents	Superintendent W Horgan	<b>Safe Communities</b>
Provision of a visible and responsive policing service	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	Put quality matrix in place in order to assess speed and quality of response to calls from the public	New Divisional command and dispatch centres operational		

**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**

<b>Initiative</b>	<b>This will be achieved by</b>	<b>Action</b>	<b>Performance Indicators</b>	<b>Process Owner</b>	<b>Outcome</b>
Develop new approaches to policing aimed at sustaining service delivery in line with our budget and resources	An Garda Síochána will develop new structures and processes that ensure we can maintain our policing capability with reducing resources	Divisional review of practices and procedures undertaken with a view to developing new structures aimed at sustaining service delivery  Continue to improve the Financial Management Framework  Align budgets with activities	New structures and processes piloted with a view to testing their effectiveness in delivering policing  Regular constructive engagement under the Partnership Framework with staff associations and trade unions	Superintendent E P Mac Eoin	<b>Best Use of Resources</b>
Restructure the organisation to best meet the challenges of criminal activity and public demands	As part of the restructuring of the organisation we will complete a District and Station rationalisation programme.	Implement programme with a view to maintaining frontline policing. Utilise members – Garda Closures, New Roster etc	District and Station rationalisation programme completed		
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	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	Identify development and training needs of our people in conjunction with the Garda College and Director of Finance  Review the welfare needs of our people and ensure support systems are in place	Alternative approaches to training (for example, on-line training, pre-learning) developed and implemented		

**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  Completion of Garda Professional Standards planned examinations and Garda Internal Audit inspections	Implement Divisional Performance and Accountability and Learning Framework  Compliant with H.Q. Circulars in relation to Internal Audits	National implementation of the Performance and Accountability and Learning Framework commenced  Garda Professional Standards Unit and Garda Internal Audit Section scheduled work plans completed	Superintendent E P Mac Eoin	<b>Enhanced Service Delivery</b>
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 would 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		

## District and Station Rationalisation

**Table A** - sets out a listing of four (4) Garda District amalgamations to five (5) enlarged Garda Districts, two of which, Midleton and Fermoy, are within Cork North Division another two (2), Mayfield and Gurrabraher Districts are within Cork City Division, while the fifth, Macroom is in Cork West Division.

<b>Table A: Listing of the recommended District amalgamations</b>			
Region	Division	Current Districts	New Enlarged Districts
SR	Cork North	Midleton	Midleton (Apportionment of Cobh among Midleton, Mayfield & Gurrabraher Districts)
		Cobh	
	Cork West	Mallow	Mallow (Apportionment of Kanturk among Mallow & Macroom Districts)
		Kanturk (Currently in Cork West)	

**Table B** - lists two (2) consequential Garda District boundary realignments that will arise upon the implementation of the District amalgamations.

<b>Table B: Listing of the consequential Garda District Boundary Realignments</b>			
Region	Division	New Enlarged District arising from a District Amalgamation	Consequential District Boundary Realignments
SR	Cork North & Cork City & Cork West	Midleton  (Arising from the apportionment of the Cobh District)	Fermoy Mayfield Gurrabraher
		Mallow  (Arising from the apportionment of the Kanturk District)	Macroom