

An Garda Síochána



Divisional Policing Plan 2006 Cork West Garda Division.

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An Garda Síochána Strategic Goals 2006

1. **National/International Security** - To reduce the threat of subversive and terrorist activity through intelligence-led policing and international cooperation.
2. **Crime** - To reduce the incidence of organised, drug related and serious crime, and criminal behaviour.
3. **Traffic** - To reduce the incidence of fatal and serious injury collisions and improve traffic flow.
4. **Public Safety** - To ensure public safety by reducing the incidence of public disorder and anti-social behaviour.
5. **Public Confidence** - To improve confidence in An Garda Síochána.
6. **Ethnic and Cultural Diversity** - To build the capability of An Garda Síochána to fulfil the emerging policing needs of our diverse ethnic and multi-cultural communities.



Foreword from the Cork W. R. Divisional Officer.

The Six Strategic Goals for An Garda Síochána in 2006 are:

Security, Crime, Traffic, Public Safety, Public Confidence and Ethnic and Cultural Diversity. These priorities have been identified by the public through Public Attitude Surveys.

Cork West Garda Division will advance the national goals in the professional enforcement of all legislation. The overall aim will be to maintain the strong community links and support with those we serve (as a Division in 2005 we achieved the highest satisfaction levels in the country). It is our desire to continue to maintain the relatively low levels of crime and high detection rates in excess of 50%.

Our objective to reduce the incidence of fatal and serious traffic accidents will be aided by increasing the Traffic Corps personnel strength by 80% on 2005. Speeding, Dangerous Driving and Drunken Driving offences will be increased by targeted enforcement.

Public Safety and Public Confidence will be maintained through support for An Garda Síochána Act 2005 and the various fora established under it.

Policing with the consent and co-operation of the public is our aim in this Division. We value the opinion of our community in West Cork and accept criticisms and compliments. To that end we provide leaflets at the counter in each Garda Station in West Cork which can be filled out by members of the public giving their opinions and views on how problems or queries have been handled by our members. Your feedback is vitally important to us and you can also make your comments on the Garda website at www.garda.ie

I assure you that in West Cork we will do our best to provide quality policing and a response to the needs of those we serve. Our endeavours are driven by your support.

Signed: R. F. Duggan Chief Superintendent

Dated: 23rd January 2006

An Garda Síochána Policing Plan 2006

Strategic Goal One	National Performance Indicators
<p>National/International Security:</p> <p>To reduce the threat of subversive and terrorist activity through intelligence-led policing and international cooperation.</p>	<ul style="list-style-type: none"> ◆ Number of Garda operations commenced. ◆ Number of prosecutions initiated. ◆ The implementation of the national Covert Human Intelligence System (CHIS). ◆ Number of Gardai trained in CHIS. ◆ Number of crime analysts employed. ◆ Volume of intelligence gathered/exchanged. ◆ Number of initiatives developed. ◆ Number of operations commenced. ◆ Number of Garda members operating on external borders. ◆ Number of international seminars/conferences and training programmes attended. ◆ Volume of intelligence exchanged. ◆ Number of European Arrest Warrants sought and received. ◆ Number of partnership arrangements in place/developed. ◆ Number of briefings to the Department of Justice, Equality and Law Reform. ◆ Number of threat assessments prepared. ◆ Number of meetings with international partners. ◆ Number of operations mounted in each Garda Region. ◆ Number of arrests of subversive/terrorist suspects. ◆ Quantity of arms/explosives seized. ◆ Number of briefings provided to Regional Commissioners by Crime and Security Section.

Divisional Policing Plan 2006	
Divisional Actions	Divisional Performance Indicators
<ul style="list-style-type: none"> • Initiate intelligence-led operations against the various factions within the dissident republican groups • Develop and improve the quality of intelligence by broadening the intelligence source base in all sections of An Garda Síochána • Ensure an up to date Garda response for each Port Facility Security Plan in Cork West Division • Ensure that Protection Plans are put in place for visits of all VIPs 	<ul style="list-style-type: none"> • Number of Garda Operations commenced • Each District Officer to report on the progress on a monthly basis • The implementation of the National Covert Human Intelligence System (CHIS) • Number of Gardaí trained in CHIS • Volume of intelligence gathered/exchanged to be monitored on a quarterly basis by each District Officer. • Inspector Healy to ensure that up to date security plans are reviewed on a six monthly basis. • Each District Officer will ensure that threat assessment is carried out in respect of all Port Facilities within their Districts and report on a quarterly basis. • District Officer Bantry to ensure that Security Operation is put in place during work at Castletownbere Harbour. • Each District Officer to prepare and implement protection plans for visit of VIPs in their Districts and review operation of same.

An Garda Síochána Policing Plan 2006

Strategic Goal Two	National Performance Indicators
<p>Crime:</p> <p>To reduce the incidence of organised, drug related and serious crime, and criminal behaviour.</p>	<ul style="list-style-type: none"> ◆ Number of individuals/groups profiled. ◆ Monthly review of profiles carried out by Divisional Officers. ◆ Number of intelligence reports on the targeted individuals/groups. ◆ Number of regional threat assessments prepared. ◆ Dissemination of Code of Practice to all members of the service. ◆ Number of Garda personnel trained at each level. ◆ Number of intelligence bulletins issued by Criminal Intelligence Officers (CIOs). ◆ Criminal Intelligence Officer (CIO) will disseminate a monthly Intelligence Bulletin to stations within his/her division. ◆ Number of briefings of members of the divisional staff by the CIO. ◆ Identify and seek to build partnerships with appropriate external stakeholders. ◆ Development of specific courses in crime investigation management: Management and Operations. ◆ Number of personnel who completed these courses. ◆ Development of a DNA database in association with the Forensic Science Department of An Garda Síochána and the Department of Justice, Equality and Law Reform. ◆ Number of headline crimes recorded and the percentage detected. ◆ Number of non-headline crimes recorded and the percentage detected. ◆ Number of targeted operations to reduce specified headline crimes. ◆ Number of domestic violence incidents/breaches of Court orders. ◆ Number of risk assessments carried out which are followed up with appropriate crime prevention advice. ◆ Number of persons provided with crime prevention advice after assessment.

Divisional Policing Plan 2006	
Divisional Actions	Divisional Performance Indicators
<ul style="list-style-type: none"> • Implement the Code of Practice for the management of Covert Human Intelligence Sources (CHIS) • Further develop our Crime Investigation Management capability • Reduce the incidence of Crime by 2% and increase the detection rate by 2% 	<ul style="list-style-type: none"> • The Divisional Officer will appoint an advisory committee in relation to the implementation of CHIS • The Divisional Officer will appoint a Divisional Handler under CHIS • Dissemination of Code of Practice to all members of the Division. • Each District Officer to ensure members of their District are fully briefed on the CHIS and report on a quarterly basis. • Criminal Intelligence Officer to carry out briefings for each District once a month. • Expand the Divisional Scenes of Crime Unit • Ongoing training in Crime Investigation techniques. Each District Officer to report on the number of members receiving training on a quarterly basis. • District Officer Bandon to report on a quarterly basis the number of scenes examined. • Train two Gardaí in Crime Incident Room Techniques. • Number of Headline Crimes recorded and the percentage detected to be reviewed by the Divisional and District Officers on a weekly basis. • The Crime target rate to be reviewed on a quarterly basis by Divisional Officer. • Number of Non-Headline Crimes recorded and percentage detected to be reviewed by District Officers on a weekly basis.

<ul style="list-style-type: none"> • Conduct risk assessments of high risk/vulnerable targets in each District • Ensure that weekly Garda Radio Programme is utilized to dispense Crime Prevention advice • Monitoring the incidents of Domestic Abuse and ensure that Garda Policy is being implemented • Increase the number of incidents dealt with under the Restorative Justice Model 	<ul style="list-style-type: none"> • Each District Officer to ensure that risk assessments are carried out. Report on a quarterly basis. • Number of Risk assessments carried out. • Number of persons provided with crime prevention advice-Sgt Foley to report on a quarterly basis. • Sergeant Foley to report on a quarterly basis the number of programmes. • Inspector Sugrue to monitor the number of Domestic Violence incidents/breaches of Court Orders on a monthly basis. • Each District Officer to appoint a member of Sergeant Rank to oversee the implementation of the Garda Policy on Domestic Violence. • Number of incidents dealt with by way of the Restorative Justice Model-Report on a quarterly basis by Garda James O'Mahony
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An Garda Síochána Policing Plan 2005

Strategic Goal Three	National Performance Indicators
<p>Traffic</p> <p>To reduce the incidence of fatal and serious injury collisions and improve traffic flow.</p>	<ul style="list-style-type: none"> ◆ Percentage of Traffic Corps duty time spent patrolling single-lane carriageways at collision-prone locations. ◆ Number of arrests for driving while intoxicated per division per month. ◆ Number of breath-tests per division per month. ◆ Percentage of Traffic Corps duty time spent on speed enforcement. ◆ Increase speeding detections by 15%. ◆ Percentage of Traffic Corps duty time spent on static, high-visibility checkpoints. ◆ Percentage of non-Traffic Corps Garda duty time spent on static, high-visibility checkpoints. ◆ Arrange for two road shows per division during 2006. ◆ One weekly road safety broadcast on each local radio station in each division. ◆ Road safety will be featured on six Crimecall programmes in 2006. ◆ Percentage of Traffic Corps duty time spent on covert road traffic policing. ◆ Increase detections for dangerous driving related offences by 15%. ◆ Percentage of Traffic Corps duty time spent on traffic management in each division. ◆ Garda time spent on traffic duties at peak periods and at special events (e.g. Operation Freeflow etc.) ◆ Number of static high-visibility vehicle checkpoints carried out by non-Traffic Corps Gardaí per division per month. ◆ Number of additional members allocated to the Garda Traffic Corps per quarter. ◆ Number of additional patrol vehicles allocated to the Garda Traffic Corps per quarter.

Divisional Policing Plan 2006	
Divisional Actions	Divisional Performance Indicators
<ul style="list-style-type: none"> • Traffic Corps will spend 20% of duty time patrolling on single-lane carriageways at Collision Prone Locations • Maintain arrest rate for driving while intoxicated at 15% in 2006 • Traffic Corps will spend 30% of duty time on speed enforcement • Educate road users through radio/TV broadcasts and road shows • Increase the strength of the Traffic Corps in the Cork West Division in 2006 • Decentralization of Divisional Traffic Corps during 2006 	<ul style="list-style-type: none"> • Percentage of Traffic Corps duty time spent patrolling Collision Prone Locations -Inspector Fogarty to report on a monthly basis. • Numbers arrested for driving while intoxicated per month, per District. • Number of breath-tests per District per month. • Percentage of Traffic Corps duty spent on speed enforcement. • Increase speed detections by 15% -Inspector Fogarty will report on a monthly basis. • Inspector Fogarty will arrange two road shows in Cork West Division in 2006, one weekly road safety broadcast on each local radio station in the Division. • Inspector Fogarty will report on a quarterly basis. • Divisional Officer will have 2 Sergeant and 13 Gardai assigned to the Divisional Traffic Corps by the 1st of April 2006. • Increase Divisional Traffic Corps strength to 3 Sergeants and 16 Gardai during 2006 • Inspector Fogarty to report progress on decentralization on a quarterly basis

<ul style="list-style-type: none"> • Continued emphasis on education through Garda Schools programme with emphasis on Road Safety • Special Operation Orders for major traffic events, Bank Holiday weekends and concerts at the Green Glens Area in Millstreet • Increased emphasis on the Collision Prevention Programme in each District 	<ul style="list-style-type: none"> • Number of School visits per quarter. Each District Officer to report. • District Officers to submit operational orders 1 week prior to event. • Inspector Fogarty to forward details of Traffic Corps personnel for all concerts and events at the Green Glens Area in Millstreet a week in advance. • Each District Officer to report on a quarterly basis the number of Collision Prevention meetings in each District.
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An Garda Síochána Policing Plan 2006

Strategic Goal Four	National Performance Indicators
<p>Public Safety:</p> <p>To ensure public safety by reducing the incidence of public disorder and anti-social behaviour.</p>	<ul style="list-style-type: none"> ◆ Number of reviews of deployment conducted at Divisional level. ◆ Decrease by 10% the number of assaults. ◆ Number of violent crimes* per 1,000 population and percentage detected. ◆ Number of prosecutions for public order offences. ◆ Achieve an 85% satisfaction rating in the Public Attitude Survey 2006. ◆ Achieve a 70% rating in the Public Attitude Survey 2006 regarding 'feeling of safety in local neighbourhoods after dark'. ◆ Achieve an 85% rating in the Public Attitude Survey 2006 regarding 'feeling of safety in homes alone at night'. ◆ Number of public disorder hot-spots per division. ◆ Number of joint initiatives undertaken with stakeholders. ◆ Number of uniform foot patrols per quarter. ◆ Number of uniform cycle patrols per quarter. ◆ Number of uniform mobile patrols per quarter. ◆ Percentage of Garda divisions with CCTV systems installed. ◆ Percentage increase in number of systems operational in 2006 (over 2005).

Divisional Policing Plan 2006	
Divisional Actions	Divisional Performance Indicators

<ul style="list-style-type: none"> • Review development of Garda methods of patrolling on a quarterly basis to reduce assaults. • Create a customer ‘feeling of safety’ index for year-on-year benchmarking. • Creation of Cycle Units in each District. • Utilise CCTV to enhance public safety. • Target Underage Drinking Offences. 	<ul style="list-style-type: none"> • Number of reviews conducted at District level. • Decrease by 10% the number of assaults –District Officers to report on a quarterly basis. • Number of prosecutions for public order offences. • Achieve an 85% satisfaction rating in the Public Attitude Survey during 2006. • Achieve a 70% rating in the Public Attitude Survey 2006 regarding ‘feeling of safety in local neighbourhoods after dark’. • Achieve an 85% rating in the Public Attitude Survey 2006 regarding ‘feeling of safety in homes alone at night’. • Each District Officer to prepare for appointment of at least one member for District Cycle Unit – Each District Officer to report on a quarterly basis. • Number of Garda Districts within Cork W.R. Division with CCTV Systems installed. • Each District Officer to report on a quarterly basis on the progress in having CCTV systems installed in their District. • Each District Officer to target underage drinking.
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An Garda Síochána Policing Plan 2006

Strategic Goal Five	National Performance Indicators
<p>Public Confidence:</p> <p>To improve confidence in An Garda Síochána.</p>	<ul style="list-style-type: none"> ◆ Number of Continuous Professional Development courses which include a focus on the Garda Síochána Act 2005. ◆ A minimum of two public meetings per district per year. ◆ Number and type of networks developed to enhance public confidence. ◆ Number of uniform foot patrols per quarter. ◆ Number of uniform cycle patrols per quarter. ◆ Number of uniform mobile patrols per quarter. ◆ Percentage of Garda management time on uniform outdoor supervisory duty. ◆ Number of Garda reserve members selected/trained. ◆ Number of 999/112 calls answered within 20 seconds. ◆ 65% of emergency/priority 1 calls responded to within 15 minutes and 90% within 30 minutes. ◆ Number of complaints regarding emergency response service. ◆ Number of letters to crime victims generated by the PULSE system. ◆ Number of letters issued to burglary, robbery and assault victims (Sect. 2, 3 & 4 Non-Fatal Offences Act 1997) as a percentage of the total incidents of these crimes. ◆ Number of letters from crime victims responded to within 10 days. ◆ Increase, by 10%, the number of follow-up letters issued to crime victims regarding significant case developments. ◆ Reduce admissible complaints against An Garda Síochána by 5%. ◆ Number of conflict resolution training programmes provided for personnel, including management. ◆ Number of specific training programmes for selected Garda personnel who are subject of multiple complaints at Divisional level. ◆ Conduct Public Attitude Survey 2006. ◆ Publish results of Public Attitude Survey by March 2006 and formulate an implementation plan to action areas for improvement.

Divisional Policing Plan 2006	
Divisional Actions	Divisional Performance Indicators
<ul style="list-style-type: none"> • Enhance our engagement with the community in preparation for full implementation of the Garda Siochána Act 2005. • Increase Garda presence/visibility in public places. • Provide an immediate response to emergencies. 	<ul style="list-style-type: none"> • Number of Continuous Professional Development (CPD) courses which include a focus on Garda Siochána Act 2005-Sgt W. O' Driscoll to report on a quarterly basis. • A minimum of two public meetings per District per year-Each District Officer to report on a six monthly basis. • Number and type of networks developed to enhance public confidence-Each District Officer to report on a six monthly basis. • Number of uniform patrols in each District per quarter. • Number of mobile patrols in each District per quarter. • Number of cycle patrols in each District per quarter when established.-District Officers to report quarterly. • Number of 999/112 calls answered within 20 seconds. • 65% of emergency/priority one calls responded to within 15 minutes and 90% within 30 minutes. • Number of complaints regarding emergency response service.-District Officer Bandon to report on a quarterly basis.

<ul style="list-style-type: none"> • Asses the quality of service provided to the public. • Prepare the Cork West Division for the introduction of the Garda Excellent Service Model during 2006. • Provide feedback to victims of Crime. 	<ul style="list-style-type: none"> • Ensure that Divisional Quality Service Committee meets on a quarterly basis-Inspector Walsh to report. • Brief District Officers, Inspectors, Sergeants and Gardaí.- Number of members briefed, number of briefings. • Prepare and conduct survey.-Inspector Sugrue to report on a quarterly basis. • Number of letters to victims of crime generated by Pulse system-Each District Officer to report on a quarterly basis.
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An Garda Síochána Policing Plan 2006

Strategic Goal Six	National Performance Indicators
<p>Ethnic and Cultural Diversity:</p> <p>To build the capability of An Garda Síochána to fulfil the emerging policing needs of our diverse ethnic and multi-cultural communities.</p>	<ul style="list-style-type: none"> ◆ Number of representatives from ethnic and cultural minorities on local Garda/Community committees. ◆ Bi-annual meetings with ethnic and cultural groups in divisions. ◆ Existence of policy document on consultation/communication with ethnic and minority groups. ◆ Satisfaction of members of ethnic minorities with Garda service measured through a national survey in 2006. ◆ Number and nature of recorded racially motivated incidents. ◆ Undertake a study (with NCCRI) regarding reported figures on racially motivated crime. ◆ Number of complaints against members of An Garda Síochána for racially motivated incidents. ◆ Satisfaction of Travellers, refugees and migrants with Garda service measured through a national survey in 2006. ◆ Number of targeted initiatives developed with Travellers, refugees and migrant groups regarding awareness of policing services. ◆ Provision of services in languages other than English and Irish. ◆ Number of meetings facilitated by Garda Ethnic Liaison Officers. ◆ Number of Continuous Professional Development courses (which include anti-racism, intercultural and diversity elements) run for middle and senior management. ◆ Percentage of senior and middle management trained in 'Diversity Awareness Training programme under EU Garda/PSNI Peace and Reconciliation Project'. ◆ Existence of a structured support system for newly recruited members of An Garda Síochána from cultural and ethnic minorities. ◆ Number of members of ethnic and cultural communities who undergo Garda training.

Divisional Policing Plan 2005	
Divisional Actions	Divisional Performance Indicators
<ul style="list-style-type: none"> • Develop a clear policy for consultation with cultural and ethnic minorities on policing and service provision on an ongoing basis. • Ensure that each District has appointed and trained Liaison Garda Ethnic Officer during 2006. • Develop targeted initiatives focusing on access to police services for Travellers, Refugees and Migrants. 	<ul style="list-style-type: none"> • Number of representatives of ethnic and cultural minorities on local Garda/Community committees. • Bi-Annual meetings with ethnic and cultural groups in each District. • Existence of policy document on consultation/communication with ethnic and minority groups. • Satisfaction of members of ethnic minorities with Garda service measured through a national survey in 2006. • District Officers to report by the 1st of April 2006, that their District has an Ethnic Liaison Officer appointed and trained. • Satisfaction of Travellers, Refugees and Migrants with Garda Service through National Survey in 2006. • Number of targeted initiatives developed with Travellers, Reguees and Migrants groups regarding awareness of policing services-District Officers to report on quarterly basis. • Provision of services in languages other than in English and Irish.

<ul style="list-style-type: none"> • To establish Divisional and District Forums for relating and interacting with ethnic minority groups. • Develop anti-racism, intercultural and diversity training for senior and middle management. 	<ul style="list-style-type: none"> • Number of meetings facilitated by Garda Ethnic Liaison Officers-Each District Officer to report on quarterly basis. • Number of Continuous Professional Development courses(which include anti-racism, intercultural and diversity elements) run for senior management-District Officer Bandon to report on quarterly basis. • Number of Officers within the Cork West Division trained during 2006-District Officer Bandon to report.
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