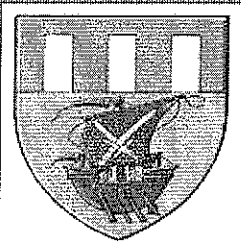
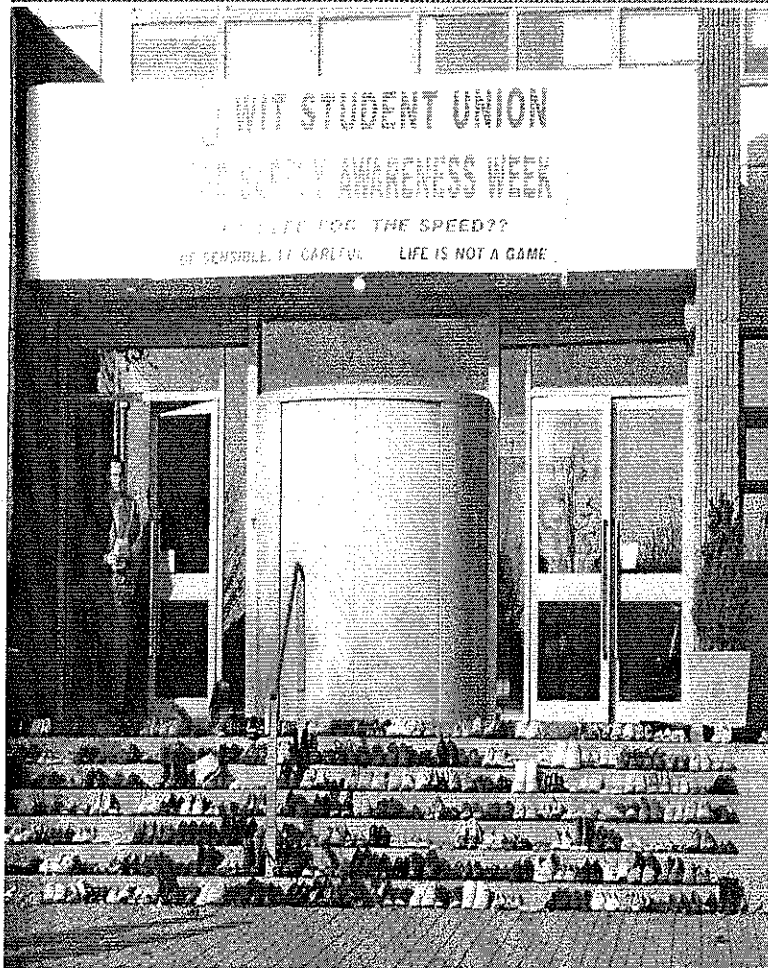
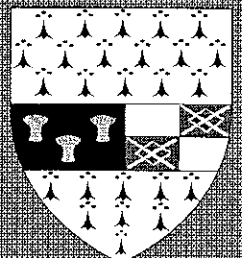


# An Garda Síochána Division of Waterford Kilkenny



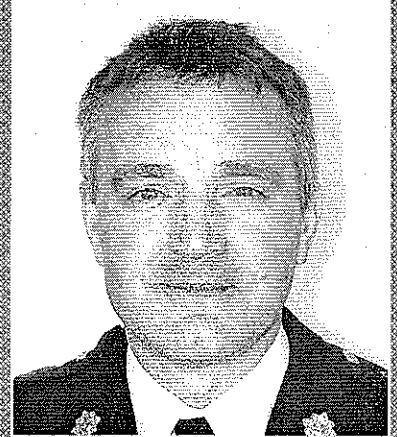
Divisional Policing Plan  
2008





# Foreword

This Divisional Policing Plan brings forward a clear coherent strategy and implementation structure for the policing of Waterford and Kilkenny in 2008. It sets out clearly and objectively how An Garda Síochána, working with local communities, plan to deliver our policing services and contribute to public safety and safer communities.



Building on the achievements and learning in 2007 this plan focuses on the pursuit of specific initiatives and measurable actions in the areas of State Security, Crime Control, Illicit Drugs Dealing, Road Safety, Public Order Maintenance and Community engagement and support. Working in partnership and collaboration with the people of Waterford and Kilkenny, our aim is to deliver the best achievable level of security and safety for all our citizens.

Focused policing initiatives are proposed to engage, protect and serve our citizenry in general, and identified citizen groups, with clear performance indicators set out to ensure the effective pursuit of our public safety goals and community engagement strategy. Guided by our public mission and the human rights principles of legality, necessity, proportionality, and public accountability, our performance management framework is designed to ensure that progress and achievements are transparent and can be tracked by Gardaí and local communities alike.

I commend this policing strategy and implementation plan to you. I commit all our staff to work purposefully and ethically with you, the people of Waterford and Kilkenny, in the delivery of excellent policing services and the pursuit of our common public safety goal.

I thank you for your ongoing contributions, cooperation and support. Your feedback, suggestions, criticisms and constructive argumentation are much appreciated. This rich vein of communication, diversity of voice and ongoing dialogue is contributing significantly to our ongoing effectiveness and continuous improvement programmes.

**P. V. Murphy**

Chief Superintendent  
Division of Waterford Kilkenny



# Our Service Commitment 2008

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In delivering our services to the people of Waterford Kilkenny, you can expect our Gardaí to be:

- **Responsive**
  - **Courteous**
  - **Helpful**
  - **Respectful, &**
  - **Professional**
-

# Vision

‘Excellent people delivering  
Policing excellence’

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# Mission

To achieve the highest attainable level of  
*Personal Protection, Community  
Commitment  
And State Security*

# Values

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- Having respect for people and their needs
- Protecting human rights
- Being a courteous and caring public service
- Maintaining partnerships with the community
- Accepting individual responsibility
- Ensuring transparent public accountability
- Providing ethical leadership
- Practising disciplined professionalism
- Being honest and truthful and adhering to the principles of fairness and justice
- Promoting and accepting diversity in all firms
- Continuously learning and embracing change



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# Statement of Policing Strategy 2008

## 1. *Public Imperatives and Policing Goals*

**1. 1 Basis of Divisional Policing Plan:** This is our second Divisional Policing Plan for the Waterford/Kilkenny Division under the provisions of the Garda Síochána Act, 2005 and the Garda Corporate Strategy 2007 – 2009. The new Garda Corporate Strategy entitled *A Time for Change* is premised on three key public policing imperatives, namely public safety, public confidence and public accountability ([www.garda.ie](http://www.garda.ie)). Organising for and delivering on these public imperatives is the purpose of this policing strategy statement.

For the people and gardaí of the Waterford/Kilkenny Division, this integrated strategy statement brings together a set of common sense public facing goals and internal capability building initiatives. When deployed together, they will give effect to the Garda national policing strategy while catering specifically for local policing and local safety needs in our communities. Our Divisional policing strategy is underpinned by our sense of public mission, our sense of moral duty to serve the public good and our framework of professional values and ethical standards. It places core public service values including service to the public, and respect for the dignity, autonomy and rights of our citizens and communities, at the core of everything we do. In executing our policing strategy, our purpose is to deliver valuable, impactful and timely safety outcomes in a sensitive, collaborative and effective manner.

**1. 2 Policing Priorities:** As you have come to expect from the Gardaí in Waterford and Kilkenny, securing our democracy, engaging with and supporting our communities, confronting criminals and criminal behaviours, combating illicit drug dealing and the negative impact of drugs, combating public disorder and anti-social behaviour, challenging dangerous road user behaviours, and protecting the dignity and rights of our established and new communities reflects the core of what we do. Building on the experiences, achievements, disappointments and learning gained in 2007, we will continue to develop and deliver responsive policing services that are appropriate to our times, reflective of the Minister's priorities (*appendix 1*) and attentive to local needs/expectations, while serving the public interest. Presence in our communities, challenging offenders, supporting victims and collaborating with civic spirited citizens shall be to the fore.



### **1. 3 Performance and Accountability Responsibility:**

The Chief Superintendent, as Divisional officer and head of the Divisional Management Team, shall have overall management and leadership responsibility and accountability for the performance and control of the Divisional force, and the successful implementation of this Divisional Policing Plan. The superintendent in charge of each of our five Districts – Waterford City, Kilkenny City, Dungarvan, Thomastown and Tramore – shall have operational responsibility for local Garda operations, responsiveness to citizen needs and expectations, timely service delivery, standard setting and effective performance management of all District staff and resources.

### **1. 4 General Performance and Service Challenge:**

Gardaí in the Waterford/Kilkenny Division responded to over 38,257 service calls in 2007, up from 35,547 in 2006 or 8%. Total crime incidents at 21,221 (headline 4,661 and non-headline 16,560) were ahead from 20,634 in 2006 or 3%. Gardaí made detections in 16,053 instances in 2007, up from 14,428 in 2006 or 11%. In terms of productivity, incident/manpower ratio was ahead from 108.4 incidents per member in 2006 to 116.6 incidents per member in 2007, an increase of 8.2 incidents or 8% per member. Incidents resulting in proceedings were ahead from 13,744 in 2006 to 14,740 in 2007, an increase of 7%.

This performance and service data is exclusive of our Fixed Penalty Processing System (FCPS) which returned some 24,373 specified breaches of the Road Traffic Acts in this Division, ahead from 16,000 in 2006 or 52%

## **2. Community and Public Safety**

**2. 1 Community Engagement:** It is our firm belief that personal and public safety are best served when local Gardaí and local people work together to solve local problems in a spirit of dialogue, deliberation and cooperation thereby enabling mutual trust and respect. In the year ahead our community policing strategy will be enabled through the visible, engaging and stabilising presence of local Gardaí in our communities, actively engaging with local citizens and partners, supporting our young people in the pursuit of youth justice, while challenging those behaviours and activities that cause fear or danger or threaten citizen safety. We will work earnestly to deploy the new National Community Alert Strategy in conjunction with Muintir Na Tire, and our Neighborhood Watch strategy in urban neighborhoods cater for the safety needs of both rural and urban communities. We



will participate actively with our Local Authorities, elected representatives and community leaders in the roll out and activities of Joint Policing Committees. Initiatives and Performance Indicators are set out at page 30 and 31.

**2. 2 Community Engagement and Policing Leadership:** Under the direction of their respective District Superintendents, our geographically embedded community policing teams – urban and rural – will have lead responsibility to engage with and support citizens, their families and representatives to identify public safety problems for early action and resolution. We are unwavering in our commitment to maintaining a visible and stabilising presence in local communities, providing leadership and guidance for young people at risk, whilst supporting victims and traumatised or fractured communities in their efforts of overcome the pressures and fears caused by nuisance, criminal and dangerous elements.

At Divisional level, Inspector Padraig Dunne, Waterford Garda Station shall have overall performance and process improvement responsibility for community policing. Our local communities and local community policing teams will be supported by skilled and dedicated crime investigation teams, illegal drug enforcement teams, road safety teams and public order teams, as appropriate. All criminal, disorderly and dangerous behaviours will be identified early, engaged with promptly and dealt with firmly. We will continue to build our capacity and skills in crime prevention and investigation, thereby ensuring that the intent of criminals is frustrated and that active criminals are identified, disrupted, pursued and professionally investigated for correction and prosecution purposes.

**2. 3 State Security:** Dangers posed by local and foreign terrorists groups remains a serious threat to the democratic freedoms of the public. We will deploy a strong intelligence led response to the criminal and subversive threats posed by dissenting republican and radicalised groupings. We will continue to work with national Garda units and Crime and Security personnel at Garda Headquarters for the purposes of prevention, disruption and prosecution. Building on our achievements in 2007, groups and individuals engaged in such activities shall be targeted for disruption, investigation and prosecution. Major Emergency Planning and excellent Immigration Control shall be priorities in 2008. At Divisional level Inspector Detective Inspector Michael Lacey shall have overall performance and process improvement responsibilities. Initiatives and Performance Indicators are set out at page 20.



**2. 4 Crime Control Strategy:** Violent, fear creating and racist criminal behaviours and activities shall be prioritised for preventative intervention and law enforcement.

Criminal abuse or criminal exploitation of women and children (in the home or elsewhere) will not be tolerated. We will act to prevent all such abuses and where legally possible, we will adopt a pro-arrest and prosecution policy. Criminal conduct of pedophiles and all other sex offenders shall be pursued proactively at District and Divisional levels within the rule of law. Drug trafficking and gun related crime will be challenged promptly and forcefully, thus ensuring that the rule of law and the will of our law abiding citizens prevail. We note the human devastation and loss of life due to the evils of drug trafficking in 2007. In 2008 we will target drug traffickers/dealers for disruption and enforcement as lead actions in our inter-agency drug enforcement strategy. Drug trafficking investigations will be resourced and led with a view to criminal prosecutions and criminal asset confiscation. Inspector John Hunt shall have performance and process improvement responsibilities for our illicit drug control strategy.

Although showing a 6% decrease in 2007, volume crime including burglaries and thefts continue at an unacceptably high level. It represents a serious source of fear and economic loss across each District in the Division. Consistent targeting and investigation of criminals engaged habitually in volume crime – burglaries and thefts from places and vehicles – shall remain an enforcement priority in 2008. Our targets are to reduce the capability of organized and traveling criminal gangs to operate within the Division and to reduce such crime by a further 2% in 2008. In addition to existing resources, an additional detective sergeant shall be allocated to the Crime Units in Waterford and Kilkenny respectively. Our crime teams shall be led and tasked by their respective District officers, and they shall report on the progress of their crime control strategies including investigative effectiveness to the Divisional Detective Inspector.

The superintendent in each of our five Districts shall have overall operational leadership and accountability responsibility for the illegal behaviours of criminals and the prevention and detection of crime. It is the firm duty of each superintendent to take immediate and firm steps to ensure the effective execution of this crime control strategy. In addition, our Superintendents at Waterford City and Kilkenny City will have lead responsibility for the development and competent performance of serious crime investigation teams for their respective counties. Such teams shall be deployed in support of local District investigators to disrupt, investigate and prosecute criminals, and to identify criminal assets for seizure

and confiscation. A Divisional Criminal Assets Confiscation Team consisting of one sergeant and five gardaí shall be trained and deployed in 2008. It is our firm intent to deprive criminal gangs of the economic and social benefits of criminally acquired wealth.

**2. 5 Striving for Improved Results and Outcomes:** Detective Inspector Michael Lacey, Waterford Garda Station shall have overall performance and process improvement responsibility for crime control. Interdisciplinary teams (local and national) shall be deployed to challenge and confront organised criminal gangs who strive to control and profit at the expense of our youth and other law abiding citizens. Our successes in preventing and prosecuting violent criminality in 2007 are contributing to making this Division a safer place to visit, live and achieve. Our target for 2008 is to reduce, further, the ability of criminals to inflict fear and loss on our citizens and businesses, to reduce the opportunities for and causes of criminality, and to reduce headline crime by 2%, while continuing to improve our headline crime detection rate, currently at 45%, by a further 2%.

**2. 6 Public Order Maintenance:** Public disorder and anti social behaviours are well established causes of public nuisance and fear on our streets and in our public areas. We must improve significantly in this area: our target for 2008 is to reduce serious incidents of public disorder by 5%. Each District superintendent shall have operational leadership and accountability responsibilities here. At Divisional level, Inspector Patrick O Connor, Kilkenny Garda Station shall have overall performance and process improvement responsibility for public order maintenance. Initiatives and Performance Indicators are set out at page 26 and 27.

We will work with our Local Authorities, public representatives of our local communities and local community leaders in emerging local Joint Policing Committees and local policing fora, to identify the sources and causes of local problems. We will act jointly and swiftly to solve such problems. In that regard, we will work collaboratively to make maximum use of RAPID initiatives, our Youth Diversion Schemes, and broader community and youth engagement. Analysis of 'public order hotspot' data will continue be used to target prevention and enforcement initiatives. Where identified stakeholders fail or refuse to deliver on their legal and democratic responsibilities, we will act as appropriate and necessary to deploy the provisions of the Housing (Miscellaneous Provisions) Act 1997, the Public Order Act 1994, Criminal Justice Act, 2006 (Part ii) and the Liquor Licensing Laws to assure public safety. No stakeholder shall be allowed to profit through behaviours that



recklessly or criminally endangers the safety or human rights of others. We will adopt a pro-arrest policy towards serious and persistent offenders. In line with the requirements of our National Policing Plan 2008, our target is to achieve a 15% rise in arrests for public order offences.

**2. 7 Road Safety Priorities:** Road safety remains a critical challenge for all of us in 2008. While significant investments in high visibility and high enforcement policing have been made in this Division over the past several years, negligent road user behaviours in terms of excessive speeding, drunk driving, drug driving, driver fatigue, failure to wear safety belts and excessive loading of commercial vehicles, remain the most critical threats to human life in our two counties. In terms of road fatalities, 2007 saw a most regretful development with 18 people losing their lives in 17 fatal collisions. This represents an increase of five fatalities when compared with 2006 figures. Working together, we are capable of reducing this unacceptable level of human carnage in 2008. In terms of enforcement, our target is to improve detections in key areas of drunk driving, speeding, non-wearing of seat belts and dangerous driving by 10% in 2008. Initiatives and Performance Indicators are set out at page 23 & 24.

**2. 8 Improving Local Road Safety Policing Capability:** In 2008 we shall continue to increase the capability and impact of our traffic corps in Waterford, Kilkenny, Thomastown and Dungarvan. We shall deploy additional traffic corps personnel and adopt an intelligence led approach to sharpen our preventative presence and enforcement response to the dangerous road user behaviours. At Divisional level, Inspector Thomas Duggan, Waterford shall overall performance and process improvement responsibilities for road safety. While we shall contribute actively to each of the three E's – enforcement, education and engineering - our road safety approach will be led by ever increasing preventative presence and ever increasing enforcement on identified dangerous roads known as 'red zones and amber zones'. We will work with local and national road authorities to ensure that traffic flow is streamlined and improved, especially at peak times.

**2. 9 Policing with our New Communities:** We are proud of the leadership role that An Garda Síochána plays in supporting our diverse new communities as they strive to make better lives for themselves and their families in this Division. In 2008 we will continue to provide our new communities with an excellent immigration service and a supportive community policing service. At Divisional level, Inspector Padraig Dunne,

Waterford shall have overall performance and process improvement responsibility for ethnic and cultural diversity. We will afford our new communities opportunities for dialogue, discussion and action planning on all matters concerning their policing and safety needs. While respecting and vindicating the human rights of all as protected by law, we will be sensitive to and supportive of their diverse cultural traditions and heritage. We recognise the pernicious nature and damaging impact of racism and racist behaviours. We will actively oppose and investigate, for the purposes of prevention and criminal prosecution, all discriminatory, racist and criminal behaviours aimed at members of our new communities. Initiatives and Performance Indicators are set out at page 28.

### **3. Public Confidence and Service Delivery**

**3. 1 Improving Service Standards:** We note the escalating public demand for Garda services sketched at paragraph 1. 4 above. In response we are committed to delivering *timely* policing services that reflect our hallmark service standards. When our citizens meet Gardaí on the street, at station service points or on the telephone, they have a right to expect a *responsive, courteous, helpful, respectful and professional* service. We note that overall public satisfaction with the Garda service in this Division was 69% in 2007, up one percentage point from the previous survey results in 2006. We have identified counter and telephone services at Waterford and Kilkenny Garda Stations and professional feedback to customers/citizens as key priorities for service improvements in 2008. These are matters of significant public and Garda concern. Such service improvements are matters deserving of our highest priority.

At Divisional level Inspector John Mulligan, Waterford shall have overall performance and process improvement responsibility for service and standards improvement.

In 2008 we will:

- a) Implement a programme of service improvements (1) for counter and telephone services at Waterford and Kilkenny Garda Stations, and (2) feedback to customers to ensure that they are kept up to date in relation to their cases or enquiries.
- b) Strive to respond to your calls for assistance promptly. While taking account of local demands and challenges, we are committed to responding to all emergency calls immediately. Emergency calls resulting from life threatening or violent behaviours will continue to be given the highest priority. Our front line staff will be prompt and



professional in their interactions; they will provide you with their names, station, contact and PULSE reference numbers as appropriate,

- c) Bring forward a programme of technology renewal to enable us to automatically monitor and benchmark the standard and quality of our responses,
- d) Improve our responsiveness and feedback to victims of crime. We will afford all victims of crime a sensitive service and immediate referral to the professional victim support services as provided by the Commission for the Support of Crime Victims – Crime Victims Helpline 1850 211 407, [www.crimevictimshelpline.ie](http://www.crimevictimshelpline.ie). Victims of sexual assault and the families of victims of homicide will be afforded full and comprehensive victims support services as set out in our Garda Victims Charter - [www.garda.ie/pub/victims\\_charter.pdf](http://www.garda.ie/pub/victims_charter.pdf),
- e) We will ensure that all receivers of Garda services are updated promptly on the progress of their cases, and that they are given appropriate reference and tracking information to ensure that they are knowledgeable on current status.

**3.2 Threat Assessment and Managing Risk:** Threat assessment and risk management are emerging as critical public safety capabilities for effective and accountable policing. In 2008 we will continue to improve our threat assessment and risk management capabilities by updating our risk register in the light of known threats and emerging risks. At Divisional level, Inspector Paul Heffernan, Dungarvan Garda Station shall have overall responsibility for performance and process improvement in threat assessment and risk management and shall be assisted by Inspector Pat O'Connor in so far as Major Emergency Planning is concerned. During 2008, we will:

- a) Refine and update our major emergency plans. In conjunction with our partner agencies we will stage two major emergency exercises,
- b) Continuously assess and monitor the risks posed to public safety by criminal or psychiatric induced behaviours and Garda responses thereto. We shall continue to build operational command and response capabilities in accordance with national guidelines. Minimising unnecessary and avoidable risk to citizen and Garda safety shall be our overall goal.
- c) Conduct specific risk assessments on persons who are known to our Gardaí to be in direct and immediate danger from criminal behaviours. We will afford such individuals appropriate preventative advice, safety guidance and protection as agreed with them and approved by Garda Headquarters.

- d) Identify 'high value targets' that may be the object of criminal attacks and robbery. We will agree crime prevention strategies and robbery detection strategies with such institutions and individuals.
- e) Assess and review our process and performance standards for (1) the investigation of missing persons cases, (2) registration and tracking of sex offenders, (3) the identification, procurement, custody, verification and presentation of evidence in Criminal Cases and (4) validation of Pulse Incidents in accordance with the Crime Counting Rules.
- f) Assess the safety and welfare implications for Garda staff of high visibility presence on our roads and engagement in violent operational incidents. We will continue to provide appropriate equipment, safety training, competence building and experiences for members with a view to deploying good practices at all times.
- g) Assess and review our services, behaviours and law enforcement protocols and actions to ensure that they comply fully with the ethical standards and professional values of An Garda Síochána. We will work with the Garda Professional Standards Unit for quality assurance purposes in that regard.

#### **4. *Public Accountability***

**4.1 Performance Management Duty:** Effective performance management of this policing plan is the responsibility and duty of the Divisional Management Team. Smart and effective performance management is critical for operational effectiveness, managerial control and transparent public accountability. Focused leadership in terms of clarity of purpose, effective modern work processes and drive for citizen-focused results and outcomes are essential at Divisional, District and station levels. Chief Superintendent P. V. Murphy, Waterford shall have overall process improvement responsibility. The managed implementation of this Divisional policing plan shall be characterised by (1) a results orientation, (2) clearly focused performance priorities, (3) performance targets for each goal and initiative, (4) early identification of problems that threaten public safety, (5) rigorous assessment and review of our response capabilities, and (5) rapid follow up to ensure successful conclusions and outcomes.

**4.2 Accountability Process and Structure:** Our performance accounting period shall be quarterly. The Chief Superintendent shall account for Divisional performance to the Regional Assistant Commissioner, with provisional results and achievements being



supplied for the information of the Garda Commissioner and the Minister for Justice, Equality and Law Reform in accordance with the provisions of the Garda Síochána Act, 2005.

**4.3 Divisional and District Accountability:** At Divisional level, the Divisional Management Team (consisting of the chief superintendent and five superintendents) shall be accountable for control, performance and continuous improvement. They shall review results and achievements on a weekly basis, and where necessary make adjustments (by way of direction, adjustments, correction, etc) to assure the effective implementation of the plan. At District level, each superintendent shall review progress on a daily basis with local supervisors and team leaders. They will act on the basis of facts and results to ensure the accountable and effective implementation of the plan.

**4.4 Audits and Controls:** The chief superintendent will audit performance, in terms of achievement versus targets, and control protocols and procedures at District level twice during 2008. Superintendents will conduct similar audits within their District stations on four occasions during 2008. Auditing protocols, advices and feedback from the Internal Audit Section, Garda Headquarters shall be complied with and acted upon.

**4.5 Accounting to Citizens:** Subject to public policy and the requirements of law, members of the public who are adversely affected by Garda action or inaction shall have the right to make representations, hold Gardaí to account and seek factual explanations and meaningful redress. Also they have the right of complain to the Garda Ombudsman Commission and have their complaints investigated and adjudicated in accordance with the provisions of the Garda Síochána Act 2005.

## **5. Capability Building**

**5.1 Renewal and Modernisation:** The Garda Corporate Strategy 2007 – 2009 identifies modernisation and capability building initiatives that are essential for the modernisation of An Garda Síochána in terms of leadership, culture, relationship management, structures, processes, operations capability and key results achievement. The implementation strategy for our Divisional Policing Plan 2008, takes account of and actions many of those initiatives: - operations management, organisational development, cultural renewal, leadership and management and customer relationship management. Chief Superintendent P.V. Murphy shall have overall responsibility for Divisional Process Improvement for Capability Building.

**5.2 Learning and Development Initiatives:** In 2008 Waterford/Kilkenny Division capability building initiatives will include:

- a) Quality training and development programmes for all student and probationer Gardaí and reserve Gardaí allocated to our Division.
- b) Continuous professional development for operational staff focused on changes in law, Garda policy and procedure,
- c) Job related skills and development in areas related to the competent implementation of our stated policing goals and initiatives – crime prevention and detection, road safety, public order maintenance, criminal intelligence management, prisoner management, investigation file preparation, incident room management, customer relationship management, cultural and ethnic relations, critical incident management and health and safety in the work place. A special supportive development framework shall be put in place to enable the continuing professional progression of post Phase V Probationer Gardaí.
- d) Job placement and secondment of selected staff with specialist national units in the areas of fraud investigation, surveillance, criminal asset profiling, forensic computing.
- e) Job rotation of operational staff at Garda and Sergeant ranks for competence building, motivation and career progression purposes.
- f) Coaching, counseling and mentoring for supervisory and management staff in areas of personal effectiveness, team building and standard setting, discipline and professional standards, performance management, leadership and professional accountability

Inspector John Mulligan, Waterford Garda Station shall have overall Divisional performance and process improvement responsibility for learning and development.

**5.3 Boundary Reviews and Reforms:** The effectiveness of our community policing strategy and citizen focused service delivery commitment is contingent on a comprehensive, up to date understanding of demographic, social and business developments across the Division. In line with national Garda policy we will engage with the reform of Divisional and District boundaries with a view to improving alignment between service demand and delivery capability. In addition, we will review the physical appropriateness of our stations and the geographical allocation and clustering of staff in each District in the light of local safety requirements and workload commitments. Our visible and stabilising presence among fractured, at risk and isolated communities shall continue to be of paramount importance. Superintendent Jeremiah Lynch, Tramore District, supported by each of the other four District officers, shall have overall Divisional responsibility for these reviews.



## **6. *Evaluation***

6.1 Our Policy is to review the implementation of our policing plan on a quarterly basis and to complete a comprehensive end of year evaluation of performance and achievements, results and outcomes. Such evaluation reports shall assess our achievements in terms of performance versus plans, value for money and pursuit of our public imperatives of public safety, public confidence and public accountability.

## Key Improvement Priorities 2008

### *Presence and Visibility*

1. Improve Garda Presence and Visibility in our local Communities.

### *Service*

2. Improve our responsiveness, service standards and capability at local level.
3. Support victims of violent and fear creating crime.

### *Enforcement*

4. Proactively engage Anti Social Behaviour and Public Disorder in identified "hotspots".
5. Target illicit drug dealers for investigation, prosecution and asset seizure.
6. Target repeat criminal offenders who engage in violent crime, volume crime and dangerous behaviours.



# **POLICING GOALS**

- 
- 1. National & International Security**
  - 2. Crime & Drugs**
  - 3. Traffic & Road Safety**
  - 4. Public Order**
  - 5. Ethnic & Cultural Diversity**
  - 6. Community Engagement**



To maintain National & International Security

Initiatives & Actions	Performance Indicators	Targeted Time Frame				Ownership	Outcome
<i>Threat Assessment</i> Identify and assess all known threats to National & International Security	<ul style="list-style-type: none"> <li>* Assess, Categorise &amp; record all known persons or groups identified as having subversive links within the Division.</li> <li>* Profile every person identified above.</li> </ul>	Q1	Q2	Q3	Q4	Each District Officer D/Insp. M Lacey (Divisional Level)	All threats against the state's National and International Security contained to ensure a secure democracy
		✓	✓	✓	✓		
<i>Focused Intelligence Led Operations</i> Instigate intelligence led operations against subversive groups	<ul style="list-style-type: none"> <li>* Operations against profiled targets initiated.</li> <li>* Number of Persons arrested as a result of intelligence led operations</li> <li>* Number of Prosecutions arising out of intelligence led operations</li> </ul>	✓	✓	✓	✓	Each District Officer D/Insp. M Lacey (Divisional Level)	
		✓	✓	✓	✓		
		✓	✓	✓	✓		
<i>Major Emergency Planning</i> To Provide a quality framework to deal with Major Emergencies and Major Emergency Planning for the Waterford Kilkeny Division in 2008	<ul style="list-style-type: none"> <li>* Complete and review the deployment of the Major Emergency Plan for the Division</li> </ul>	✓		✓	✓	Each District Officer Insp. P. O'Connor (Divisional Level)	
	<ul style="list-style-type: none"> <li>* Hold an interagency</li> </ul>				✓		

	<p>personnel</p> <p>* Hold two major Emergency Exercises in the year</p>						
<p><b>Staff Development &amp; Capability Building</b></p> <p>Enhance the capability of the Division for reporting and targeting of terrorist orientated risks and threats and the capability to deal with Major Emergency incidents</p>	<p>* Develop our capability in CBRN, HazChem, Risk Assessment and C.B.I.S.</p> <p>* Identify sites for Major Emergency Training and hold a staff training and development operation in major emergency response in the Division.</p>		✓	✓			<p>Each District Officer</p> <p>Insp. J Mulligan</p> <p>Divisional Level</p>
<p><b>Port and Point of Entry Control</b></p> <p>Ensure safe and proper control into the state at all international Points of Entry within the Division</p>	<p>* Number of Inspections at Waterford regional airport</p> <p>* Number of Inspections at Waterford Port</p> <p>* Number of Breaches of Immigration law at these points of entry</p>	✓	✓	✓	✓	✓	<p>Each District Officer</p> <p>D/Insp. M Lacey</p> <p>(Divisional Level)</p>

## STRATEGIC GOAL TWO – CRIME & DRUGS

To significantly reduce the incidence of crime and criminal behaviour.

Initiatives & Actions	Performance Indicators	Targeted Time Frame				Ownership	Outcome
<b>Violent and Fear Creating Crime</b> Target violent crime and fear creating behaviour for vigorous policing action	* Reduce the level of Violent and Fear Creating Crime by 2% on 2007 levels * Achieve a Detection Rate of 75% for the Violent & Fear Creating crime categories * Increase by 5% the number of firearms seized.	Q1	Q2	Q3	Q4	Each District Officer D/Insp. M. Lacey Divisional Level	<b>Overall Crime</b> reduced by 2% in 2007
		✓	✓	✓	✓		
		✓	✓	✓	✓		
		✓	✓	✓	✓		
<b>Volume Crime</b> Target High Volume Crime Categories For an overall reduction of 2%	* Target the High Volume Crime Categories of Burglary, Theft (other) and Theft from Shop for a crime reduction of 2% * Actively target the Volume Crime Category of Theft from	Q1	Q2	Q3	Q4	Each District Officer D/Insp. M. Lacey Divisional Level	
		✓	✓	✓	✓		
		✓	✓	✓	✓		
		✓	✓	✓	✓		



	Crime by 2%					
<b>Illicit Drug Trafficking and Dealing</b> Continue to target drug use and dealing at all levels.	* Achieve a 5% increase in the number of Section 23MDA searches and Section 3 Seizures					
	* Increase by 5% the number of Section 15 MDA seizures.	✓	✓	✓	✓	
	* Actively target the number of Section 15A MDA and increase the number of these detections by 5%	✓	✓	✓	✓	
	* Focus operations in tackling illegal substance use using all available legislation including: Section 19 Housing Misc.	✓	✓	✓	✓	
						Each District Officer Insp. J. Hunt Divisional Level

	Prov. Act Section 18 Notices served on lic. Premises.					
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Initiatives & Actions	Performance Indicators	Targeted Time Frame				Ownership	Outcome
		Q1	Q2	Q3	Q4		
<b>Forensic Capability</b> Further develop the capability of the Division in the use and development of Forensic Techniques in Crime Investigation	* Increase by 20% the number of scenes from which forensic samples are gleaned  * Increase by 20% the number of persons detained persons, providing fingerprint/palm	✓	✓	✓	✓	Each District Officer  D/Insp. M. Lacey Divisional Level	<b>Overall Detection Rate Increase by 2% in 2007</b>
		✓	✓	✓	✓		
		✓	✓	✓	✓		
		✓	✓	✓	✓		
		✓	✓	✓	✓		

	<p>print samples</p> <p>* Establish the viability of the deployment of an AFJS unit at Kilkenny and Dungarvan Garda Stations</p> <p>* Increases the numbers of members trained by 5 per District in the taking of samples (mouth &amp; saliva) and increase the number of these samples taken under Section 14 of the Criminal Justice Act 2006 by 15%.</p>						
<p><b>Domestic Violence</b></p> <p>To target incidents of Domestic Violence for prevention and prosecution</p>	<p>* Implement An Garda Síochána pro arrest policy in every case where arrestable offences are disclosed</p> <p>* Ensure each District, Audits</p>	✓	✓	✓	✓	✓	<p>Each District Officer</p> <p>D/Insp. M. Lacey</p> <p>Divisional Level</p>
	<p>Pulse incidents categorised as</p>	✓	✓	✓	✓	✓	



	<p>Policy on Domestic Violence 2007.</p> <p>* Number of arrests made at Domestic Incidents for</p> <p>1. Violent behaviour.</p> <p>2. Breach of Court Orders</p>					
<p><b>Staff Development &amp; Capability Building</b></p> <p>Build the Divisional Capability to target Headline &amp; Volume Crime in the District</p>	<p>* Identify and train members in each District in incident room management.</p> <p>* Continue to develop the Divisional response team for the investigation of Serious Crime within the Division</p> <p>* Select and train a Scenes of Crime Manager for the Division.</p> <p>* Obtain further training for 4 members in XRY phone analysis</p> <p>* Establish and train a Divisional Criminal Assets confiscation team</p> <p>* Identify and train and equip</p>	<p>✓</p> <p>✓</p> <p>✓</p> <p>✓</p> <p>✓</p>	<p>✓</p> <p>✓</p> <p>✓</p> <p>✓</p> <p>✓</p>	<p>✓</p> <p>✓</p> <p>✓</p> <p>✓</p> <p>✓</p>	<p>Each District Officer</p> <p>D/Insp. M. Lacey &amp; Insp. J Mulligan</p> <p>Divisional Level</p>	



Initiatives & Actions	Performance Indicators	Targeted Time Frame				Ownership	Outcome
<p><b><i>Intelligence Capability</i></b>            Build on the excellent levels of achievement in 2007 to ensure a higher quality and return of Criminal Intelligence</p>	<p>* Increase by a further 10% , the number of Criminal Intelligence collations made to the CIO</p> <p>* Increase by 10% the number of CIO information and intelligence bulletins issued by the CIO at District Level</p> <p>* Hold Bi-monthly intelligence briefings to the operational units by the CIO or D/Inspector Crime.</p> <p>* Increase the number of CHIS referrals made.</p> <p>* Have Bi-monthly CHIS</p>	✓	✓	✓	✓	Each District Officer  D/Insp. M. Lacey Divisional Level	



	briefings to the operational units.					
	* Monitor all Registered Sex Offenders under the terms of the Sexual Offenders Act 2001.					
	* Ensure that each District has in place a register of all identified Sexual Offenders and that each Offender has been threat assessed to establish the level of Risk posed to the public.	✓	✓	✓	✓	
	* Each identified Sex Offender should be assigned to a member of An Garda Síochána to ensure proper monitoring of their activities and movements.	✓	✓	✓	✓	
	* Those					
<b>Manage Risk Posed by Sex Offenders</b> Ensure that the movement of known sex offenders is tracked and monitored to ensure community safety						Each District Officer  D/Insp. M. Lacey & Insp. P. Duime Divisional Level

	offenders categorised as High Risk should be assigned for monitoring as directed the Divisional Detective Inspector						
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## STRATEGIC GOAL THREE - TRAFFIC & ROAD SAFETY

To significantly reduce the incidence of fatal and serious injury collisions and to improve road safety.

Initiatives & Actions	Performance Indicators	Targeted Time Frame				Ownership	Outcome
		Q1	Q2	Q3	Q4		
<b>Targeted Enforcement</b> Targeted enforcement of road traffic and road transport legislation	* Increase by 10% the number of Lifesaver notices issued for Speeding, Seatbelts and Mobile Phones issued in Red and Amber CPZ. * Increase by 10% the number of prosecutions for Dangerous Driving in Red & Amber CPZ * Initiate enforcement operations aimed at young vulnerable	✓	✓	✓	✓	Each District Officer  Insp. T Duggan Divisional Level	Reduce fatal and Serious Injury traffic collisions in line with Government Strategy
		✓	✓	✓	✓		
		✓	✓	✓	✓		
		✓	✓	✓	✓		
		✓	✓	✓	✓		



	<p>drivers who engage in High Risk behaviours on our roads.</p> <p>* Increase by 20% the number of Road Traffic Interventions with HGV's</p>					
<p><b>Education and Road User Engagement</b> Develop and Deploy a Garda Road Safety Awareness and Education Programme</p>	<p>* Hold 3 Garda Road Safety Road Show for all Transition Year students in the Division and students at the Waterford Institute of Technology.</p> <p>* Ensure that the Road Safety Module of</p>					<p>Each District Officer</p> <p>Insp. T Duggan Divisional Level</p>

	<p>in delivering the Road Safety strategy</p> <p>* Carry out a feasibility study with the Court Service into a programme whereby by persons convicted of D. W. I. are required to partake in the Garda Road Show.</p>						
<p><b>MAT Checkpoints and DWI</b></p> <p>Build on success in tackling Drink Driving in an effort to reduce the number of fatalities</p>	<p>* Increase by 10% the number of MAT checkpoints performed</p> <p>* Achieve a 10% increase on the number of persons arrested under Drink Driving legislation</p>	<p>✓</p> <p>✓</p>	<p>✓</p> <p>✓</p>	<p>✓</p> <p>✓</p>	<p>✓</p> <p>✓</p>	<p>Each District Officer</p> <p>Insp. T Duggan</p> <p>Divisional Level</p>	
Initiatives & Actions	Performance Indicators	Targeted Time Frame				Ownership	Outcomes

<b>Traffic Management</b> Collaborate to deliver a traffic management system	* Establish a coordinated approach to traffic management for major events, road works and emergencies.	✓	✓	✓	✓	✓	Each District Officer
	* Establish a traffic management plan for the urban centres of the Division to deal with high volume traffic at peak times	✓	✓	✓	✓	✓	Insp. T Duggan Divisional Level

<b>Interagency Initiatives</b> Engage with other agencies in the identification at Road improvements aimed specifically at Road Safety	* Establish a Collision Prevention Team in Each District	✓	✓	✓	✓	✓	Each District Officer
	* Number of Collision Prevention meetings held per month	✓	✓	✓	✓	✓	Insp. T Duggan Divisional Level

\* Number of  
CPP



	s made.					
<b>Staff Development and Capability</b> Build on the capability of the Division to actively engage with Road Users and prevent the numbers of Road Fatalities with the District	* Increase the Divisional Traffic Corp levels in line with National Guidelines					
	* Hold a Traffic Corp Conference on HGV legislation and False Documentation at least once during the year.	✓	✓	✓	✓	Each District Officer Insp. T Duggan & Insp. J Mulligan Divisional Level
<b>Intelligence Capability and Building</b> Build on the capability of the Traffic Corp Units to collate and disseminate intelligence	* Publish a Road Traffic Information Newsletter in each quarter	✓	✓	✓	✓	
	* Develop a Divisional System for the dissemination of intelligence as it relates to Road Safety matters	✓	✓	✓	✓	Each District Officer Insp. T Duggan Divisional Level
	* Increase by 10% the volume of intelligence	✓	✓	✓	✓	

	collations submitted by Traffic Corp Personnel. * Identify and target Persistent Dangerous Road Users for detection and prosecution.						
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## STRATEGIC GOAL FOUR - PUBLIC ORDER

To significantly reduce the incidence of public disorder and anti social behaviour in our communities

Initiatives & Actions	Performance Indicators	Targeted Time Frame				Ownership	Outcome
		Q1	Q2	Q3	Q4		
<b>Public Order &amp; Anti Social Behaviour</b> Identify local public order and anti social behaviour "Hot-Spots" and develop responsive actions and plans	* Achieve a 5% reduction in the number of serious Public Order Incidents through early intervention at identified hotspots	✓	✓	✓	✓	Each District Officer  Insp. P O'Connor Divisional Level	Garda Satisfaction rate increased by 2% within the Division
	* Decrease the number of overall assaults by 5% through early intervention at identified hotspots.	✓	✓	✓	✓		
	* Decrease the incidents of Criminal Damage by 5%	✓	✓	✓	✓		
	* Number of Closure Orders applied for premises contributing to Anti	✓	✓	✓	✓		
		✓	✓	✓	✓		



	<p>Social Behaviour</p> <p>* Number of Antisocial Behaviour notices issued</p> <p>* Number of Antisocial Behaviour Orders applied for to the District Court.</p>					
<p><b>Enforcement of Liquor Licensing Laws</b></p> <p>Proactively enforce the law relating to underage drinking and substance abuse in both public places and licensed premises</p>	<p>* Number of meetings held with holders of licence premises</p> <p>* Number of detections for the sale or supply of controlled drugs on Lic. Premises</p> <p>* Target known premises known to be involved in the sale of alcohol to underage persons for covert surveillance and targeted operations</p> <p>* No of inspections</p>	<p>✓</p> <p>✓</p> <p>✓</p> <p>✓</p> <p>✓</p> <p>✓</p> <p>✓</p>	<p>✓</p> <p>✓</p> <p>✓</p> <p>✓</p> <p>✓</p> <p>✓</p> <p>✓</p>	<p>✓</p> <p>✓</p> <p>✓</p> <p>✓</p> <p>✓</p> <p>✓</p> <p>✓</p>	<p>✓</p> <p>✓</p> <p>✓</p> <p>✓</p> <p>✓</p> <p>✓</p> <p>✓</p>	<p>Each District Officer</p> <p>Insp. P O'Connor</p> <p>Divisional Level</p>

	of Lic. Premises * No of objections to Special Exemption Orders * No of objections to granting of licences							
	*							
	*							



Initiatives & Actions	Performance Indicators	Targeted Time Frame				Ownership	Outcome
<b>Community Engagement</b> Consult with community, business and statutory stakeholders on the establishment of interagency initiatives against anti social behaviour, including the deployment of CCTV in urban areas	* Engage and Consult with the Private Security Authority (PSA) in relation to the provision of policing at Lic. Premises	Q1	Q2	Q3	Q4	Each District Officer Insp. P O'Connor & Insp. P. Dunne Divisional Level	Reduce the number of youths involved in crime
	* Establish the viability of rolling out the "Kilkenny Cares" project in remainder of the Division.						
	* Liaise with Local Authorities and Joint Policing Committees on the provision of services in relation to the sources of Public Disorder and Anti Social Behaviour, e.g. Fast Food Outlets	✓	✓	✓	✓		
	* Number of contributions made to County Development Boards in relation to the Environmental Design of Housing Developments	✓	✓	✓	✓		
	* Ensure the development and roll out of Garda & Community CCTV						





## STRATEGIC GOAL FIVE - ETHNIC AND CULTURAL DIVERSITY

To provide equal protection and appropriate service, while nurturing mutual respect and trust.

Initiatives & Actions	Performance Indicators	Targeted Time Frame				Ownership	Outcome
<b>Racial Incident Investigation</b> Provide protection and redress against racist incidents	* Properly record and investigate every reported incident involving racist behaviour * Number of Complaints made against members for racist behaviour	Q1	Q2	Q3	Q4	Each District Officer  Insp. P Dunne Divisional Level	<b>Public Confidence</b> increased by 2%
		✓	✓	✓	✓		
<b>Trust &amp; Confidence</b> Build Trust and confidence with ethnic and culturally diverse communities	* Number of Targeted initiatives with ethnic and culturally diverse groups including traveller, refugee and migrant communities. * Number of Ethnic Liaison Officer Meetings and evaluation reports prepared. * Quality of Immigration Service provided – Number of new Asylum Registrations	✓	✓	✓	✓	Each District Officer  Insp. P Dunne Divisional Level	
		✓	✓	✓	✓		

<p><b>Communication and Consultation</b> Communicate effectively with ethnic and culturally diverse communities</p>	<p>* Hold an open day for members of the Ethnic Community</p> <p>* Hold a Cultural information night in conjunction with members of the local ethnic community.</p> <p>* Hold a quarterly meeting with members of the Ethnic Community and the District Officer</p> <p>* Number of members of the Ethnic Community who sit on one of the following groups</p> <p>1. NW Committee/Community Alert</p> <p>2. Local Community Policing Fora</p> <p>3. JPC</p>					<p>Each District Officer</p> <p>Insp. P Dunne Divisional Level</p>
<p><b>Cultural Representation</b> Ensure the Garda service is representative of the Community we serve</p>	<p>* Number of Persons from ethnic and culturally diverse communities serving within the Division.</p> <p>* Number of members from Ethnic communities in N. W. Committees</p> <p>* Number of members from the Ethnic Communities engaged with RAPID programmes etc.</p>	<p>✓</p> <p>✓</p> <p>✓</p>	<p>✓</p> <p>✓</p> <p>✓</p>	<p>✓</p> <p>✓</p> <p>✓</p>	<p>✓</p> <p>✓</p> <p>✓</p>	<p>Each District Officer</p> <p>Insp. P Dunne Divisional Level</p>



Initiatives & Actions	Performance Indicators	Targeted Time Frame			Ownership	Outcome
<p><b>Capability Building</b> To enhance and improve the ability of the District Force to engage with our Ethnic Communities</p>	<ul style="list-style-type: none"> <li>* Train every member of our community policing teams as an Ethnic Liaison Officers</li> <li>* Provide cultural awareness training for all staff</li> <li>* Establish a local contact database of community leaders within the ethnic community from whom the An Garda Síochana locally can call on to provide support and guidance when required.</li> </ul>		✓	✓	<p>Each District Officer</p> <p>Insp. P Duane &amp; Insp. J Mulligan (Divisional Level)</p>	

# STRATEGIC GOAL SIX – COMMUNITY ENGAGEMENT

To build a Garda service that reflects the needs and priorities of the people of the Waterford  
Kilkenny Division

Initiatives & Actions	Performance Indicators	Targeted Time Frame				Ownership	Outcome
<b>Community Policing</b> Promote the Garda Síochána National Policy on Community Policing and encourage local participation in the policing process	* Audit the current state of Neighbour Watch and Community Alert within the Waterford Kilkenny Division and Classify same under the following headings: 1. Very Active 2. Active 3. Committee Level Only 4. Dormant * Establish a N.W. / Community Alert Committee in each District and the Division * Re-invigorate and re-generate the N.W. and Community Alert schemes within the	Q1	Q2	Q3	Q4	Each District Officer  Insp. P Dunne Divisional Level	A Garda Service that reflects the needs and priorities of the people of Waterford and Kilkenny
		✓					
		✓	✓				
		✓	✓	✓	✓		

	<p>Division in accordance with local needs, expectations and requirements</p> <p>* Hold a Divisional N.W. Community Alert Conference hosted by the Divisional Officer</p> <p>* Carry out a visit to every new housing estate in the District and develop a leaflet drop offering crime prevention and local contact details for same.</p> <p>* Examine the possibility of establishing a River and Hotel watch in the Division</p> <p>* Number of Coastal Watch Meetings per quarter</p>	✓	✓	✓	✓	
<p><b>Victim Support</b> Enhance victim related services</p>	<p>* Number of referrals to victim support services</p> <p>* Achieve a 100% rate of issue of letters to victims of crime for initial incident and 100% for follow-up letters.</p> <p>* Number of victims</p>	✓	✓	✓	✓	<p>Each District Officer</p> <p>Insp. P Dunne</p> <p>Divisional Level</p>



	<div>of crime updated on investigation status.</div> <div><div><div>✱ Train 2 Family Liaison Officers in every District</div><div>✱ 2% reduction in the level of repeat victimisation.</div></div></div>						
Initiatives & Actions	Performance Indicators	Targeted Time Frame				Ownership	Outcome
<div>High Visibility Public Presence</div> <div>Ensure a visible public Garda presence within the community and particularly in RAPID areas</div>	<div>✱ Number of High Visibility Patrols in residential areas</div>					<div>Each District Officer</div> <div>Insp. P Dunne</div> <div>Divisional Level</div>	
	<div>✱ Number of High Visibility Patrols assigned to RAPID areas</div>	✓	✓	✓	✓		
	<div>✱ Number of Garda Initiatives in Community</div>	✓	✓	✓	✓		
	<div>✱ Policing areas</div>	✓	✓	✓	✓		
	<div>✱ Number of members assigned on a full time basis to Community Policing Unit.</div>	✓	✓	✓	✓		
<div>Quality Service Improvement</div> <div>To improve the quality and standard of customer service throughout the Division</div>	<div>✱ To agree and put in place a new telephone system and telephonist in Kilkenny and Waterford Stations to deal with the high level of calls at peak hours.</div>	✓				<div>Each District Officer</div> <div>Insp. P Dunne</div> <div>Divisional Level</div>	
		✓			✓		

	<ul style="list-style-type: none"> <li>* Modernise the Customer Reception areas at Waterford and Kilkenny Garda Station.</li> <li>* Carry out a survey of callers to the public office to establish satisfaction of service provision at local station level.</li> <li>* Establish the need for and roll out of a customer relationship and communications programme for Gardai</li> </ul>				✓		
<p><b>Capability Building</b> To enhance and improve the ability of the Divisional Force to engage with our Communities</p>	<ul style="list-style-type: none"> <li>* Increase the size of the community policing units at Waterford</li> <li>Kilkenny in line with increasing demands from communities in Kilkenny</li> <li>* Equip each Community Policing Unit with a dedicated marked "Community Policing Vehicle"</li> <li>* Obtain training for a Further Family</li> </ul>	✓	✓	✓	✓	✓	<p>Each District Officer</p> <p>Insp. P Dunne &amp; Insp. J Mulligan Divisional Level</p>

<p>Liaison Officer for each District</p> <p>* Source and resource an outreach office at a centre outside the natural reach of the District</p> <p>Headquarters within the urban centre's of Waterford and Kilkenny</p> <p>* Provide Mountain Bike training for all members of the Community Policing units and members of the operational units</p>							
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### Priorities for the Garda Síochána for 2008

Determined by the Minister for Justice, Equality and Law Reform

### Under Section 20 of the Garda Síochána Acts 2005 to 2007

#### Gun crime, organised crime and drugs

- To target gun crime, organised crime and drug trafficking, particularly through the use, in particular, of specialist units and targeted operations such as Operation Anvil
- profiling, intelligence gathering and threat assessments in relation to individuals/groups involved in these categories of crime
- delivery on Garda actions and performances set out in the National Drugs Strategy
- the pursuit by the Criminal Assets Bureau of the proceeds of crime, including, through the presence of enhanced liaison arrangements between Garda Divisions and CAB, the assets of those engaged at any level in drug dealing



enhanced activities by the Drugs Units and the Force focusing, in particular, on places throughout the country where the presence of drug dealing and the use of illicit drugs is likely.

### **terrorism**

To continue to combat terrorist activities specifically the threat posed by dissident paramilitary groups and those who would use Ireland as a base for international terrorism.

### **road traffic law enforcement**

To meet the targets to be established in the new Road Safety Strategy - all efforts of An Garda Síochána in this regard to be prioritised on the basis of risk assessments in terms of road safety.

To contribute, in conjunction with other authorities responsible, to the easing of road traffic congestion.

### **public order**

To combat, particularly in cooperation with other agencies and the community generally, the problems of public disorder with particular emphasis on alcohol-related behaviour (including underage drinking) and socially disadvantaged communities especially through utilisation of the legal mechanisms being made available viz. ASBOs and behaviour warnings, closure orders, fixed penalty notices.

### **joint policing committees**

To participate fully in the roll-out of Joint Policing Committees in all local authority areas, allowing greater responsiveness to local policing needs and the urging of local partnerships in addressing issues.

### **deployment**

To increase the proportion of Gardaí on operational duty, including through increased civilian support.

To increase the level of high-visibility patrols, including through greater use of marked vehicles, linked to the development during 2008 of a Garda Charter which will set out targeted response times and levels of service, including frequency of high-visibility patrols.

Increased deployment should have particular regard to the policing needs of RAPID areas.

### **resources**

To develop and commence implementation of change and modernisation strategies in the areas of human resources, information and communications technology, accommodation and transport which will address the needs of the Force for the next five years and beyond.

To continue to promote recruitment of full-time and Reserve members of An Garda Síochána in line with the Programme for Government, and particularly from ethnic minority communities to allow An Garda Síochána reflect better the diversity of Irish society.

### **crime prevention and reduction**

To expand the juvenile liaison scheme to meet emerging needs in this area.

To continue the expansion of the Garda Youth Diversion Projects.

To monitor registered sex offenders and cooperate in particular with the PSNI and UK police forces as to minimise the risk of re-offending thereby contributing to community safety.

To build on initiatives to combat homophobic and race crimes.

To cooperate with COSC in curbing the problem of domestic violence.

To take effective steps to protect vulnerable people living in isolated areas.

To target the use of knives for violent attacks.

To focus on high-value white-collar crime, particularly that of trading in contraband goods.

## **legal immigration**

0. To deploy the necessary resources to tackle effectively illegal immigration.

## **human trafficking**

1. To deploy the necessary resources, including international cooperation with other agencies, to deal with the issue of human trafficking.

### ***Divisional Contact Details***

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