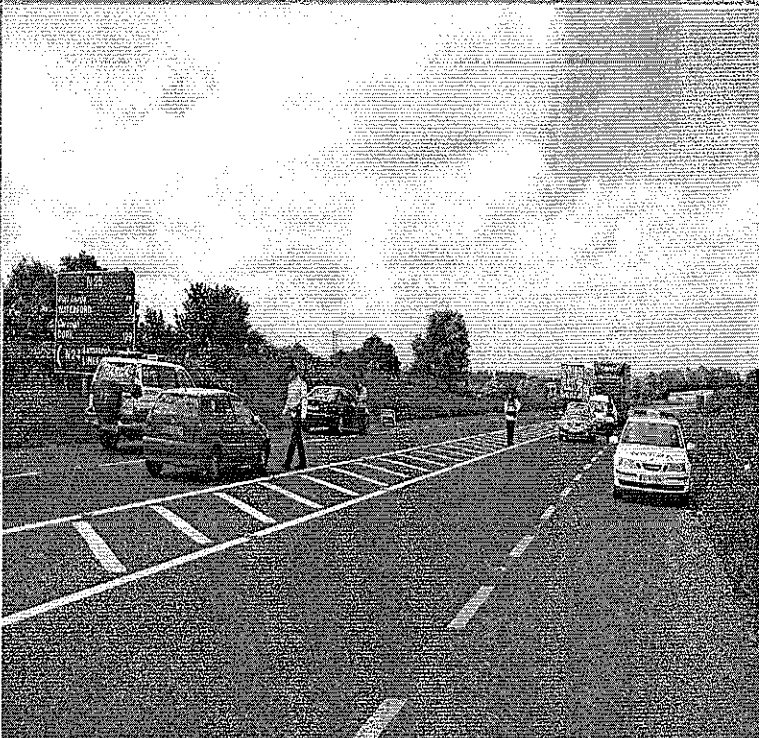


An Garda Síochána Waterford/Kilkenny



Divisional Policing Plan
2007

Foreword

The Divisional Policing Plan brings forward a clear coherent strategy and implementation structure for the policing of Waterford and Kilkenny in 2007. It sets out clearly and objectively how An Garda Síochána, working in cooperation with local communities, plan to contribute to public safety and safer communities.



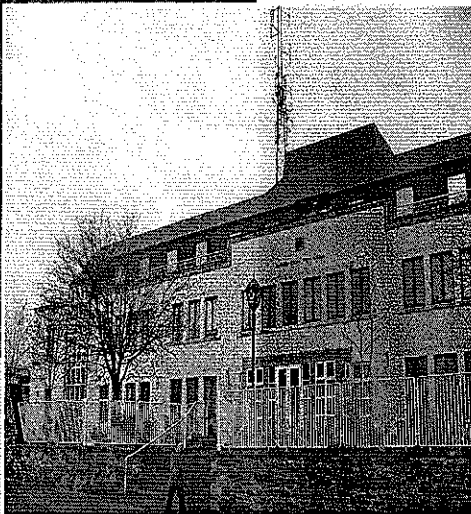
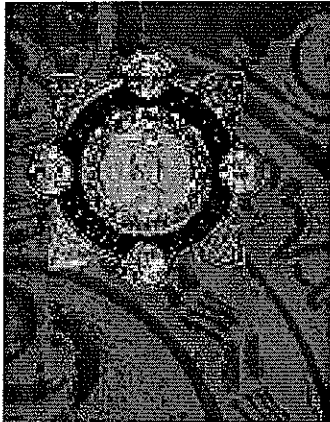
Building on the achievements and learning in 2006 and drawing on the innovative provisions of the Garda Síochána Act, 2005, this plan focuses on the pursuit of specific actions in the areas of Crime, Drugs, Road Safety and Public Order Maintenance. Clear performance indicators are set out to ensure the effective pursuit of our public safety goals and community engagement strategy. Guided by the principles of legality, necessity, proportionality, and public accountability, our performance management framework is designed to ensure that progress and achievements 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 pursuit of our common public safety goal.

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

P.V. Murphy

Chief Superintendent
Division of Waterford Kilkenny



VISION

*‘Excellent people delivering
policing excellence’*

MISSION

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

VALUES

- ✦ 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 Strategy

1. *Public Imperatives and Policing Goals*

1. 1 Basis of Divisional Policing Plan: This is our first 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 imperatives, namely public safety, public confidence and public accountability (www.garda.ie). Organising for and delivering on these public imperatives is the purpose of this strategy.

For the people and gardaí of the Waterford/Kilkenny Division, this integrated divisional policing strategy sets in motion a set of common sense public facing goals and internal capability building initiatives. When deployed together they will give effect to the Garda Commissioner's 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, sense of moral duty and a framework of professional values and ethical standards that places respect for the dignity, rights and safety needs of our citizens and communities at the core of everything we do. In executing our policing strategy, our purpose is to deliver valuable and impactful safety outcomes in an efficient and effective manner.

1. 2 Policing Priorities: As you have come to expect from the Gardaí in Waterford and Kilkenny, securing our democracy, confronting criminal behaviours, combating illicit drug dealing, public disorder, dangerous road user behaviours, and protecting the dignity and rights our new communities are to the fore. Building on the experiences, achievements and learning gained in 2006, we will continue to develop and deliver policing services that are appropriate to our times, reflective of the Minister's priorities (*appendix 1*) and responsive to local needs while serving the public interest.

1. 3 Performance and Accountability Responsibility: The Chief Superintendent, as divisional officer and chairman of the Divisional Management Team, shall have overall management, leadership and accountability and responsibility for the performance and control of the Divisional force, and the successful implementation of our divisional policing plan. The superintendent in each of our five districts, Waterford City, Kilkenny City, Dungarvan, Thomastown and Tramore – shall have operational responsibility for Garda operations, police

service delivery, standard setting and key controls, and effective performance management of all district resources.

1. 4 General Performance and Service Challenge: Gardaí in the

Waterford/Kilkenny division responded to over 33,500 service calls in 2006, up from 23,125 in 2005 or 44.9%. Total crime incidents at 18,669 (headline 4,961 and non-headline 13,708) were ahead from 13,635 in 2005 or 36.9%. Gardaí made detections in 13,466 instances in 2006, up from 9,585 in 2005 or 40.5%. In terms of productivity the incident/manpower ratio was ahead from 70.6 per member in 2005 to 102.3 incidents per member in 2006, an increase of 31.7 incidents or 45% per member. Incidents resulting in proceedings were ahead from 8,301 in 2005 to 12,920 in 2006, an increase of 55%.

This performance and service data is exclusive of our Fixed Penalty Processing System (FCPS) which returned some 16,000 specified breaches of the Road Traffic Acts in this Division

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, cooperation, thereby enabling mutual trust and respect. Therefore, during 2007 our community policing strategy will be enabled through the visible and stabilising presence of local Gardaí in our communities, actively engaging with local citizens and challenging those behaviours and activities that cause fear and danger and threaten citizen safety. In addition we will contribute our local insights and experiences to the development of a new National Community Policing Model that will cater for the safety needs of both urban and rural communities.

2. 2 Community Engagement and Policing Leadership: Under the direction of their respective district superintendents, our empowered community policing teams will have lead responsibility to engage with and support citizens, families and communities, and 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, and to supporting traumatised or fractured communities, in their efforts to overcome the pressures and fear caused by criminal, dangerous and fear-creating elements.

At divisional level, Inspector Pádraig Dunne, Waterford Garda Station shall have overall process improvement responsibility for community policing. Our community policing teams will be

supported by skilled and dedicated crime investigation teams, drug interdiction teams, road safety teams and public order teams, as appropriate. All criminal, disorderly and dangerous behaviours will be engaged promptly and dealt with firmly. We will continue to build our capacity and skills in crime prevention and investigation, thereby ensuring that 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 Islamic groupings. We will continue to work with national Garda units and Crime and Security personnel at Garda Headquarters for the purposes of prevention and disruption. Groups and individuals engaged in such activities shall be targeted for priority investigation and prosecution. At Divisional level Superintendent Aidan Roche, Thomastown shall have overall process improvement responsibilities.

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 will not be tolerated. We will act to prevent all such abuses and where legally possible, we will adopt a pro-arrest policy. Drug 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.

Burglaries and thefts continue at an unacceptably high level. They represent a serious source of fear and economic loss across each district in the division. In 2006 headline crime was ahead by 14%, up from 4,367 in 2005 to 4,961 in 2006. Consistent targeting and investigation of criminals engaged habitually in volume crime – burglaries and thefts – shall be prioritised in 2007. Our target is to reduce such crime by 5% in Waterford and Kilkenny districts in 2007. In addition to existing resources, one sergeant and five uniform Gardaí shall be allocated to the Crime Units in Waterford and Kilkenny for that purpose. They shall be tasked by their respective district officers, and they shall report directly to the local Detective Sergeant.

The superintendent in each of our five districts shall have overall operational leadership and accountability responsibility for 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, the Superintendents at Waterford City and Kilkenny City will have lead responsibility for the development and competence of serious crime investigation teams for

their respective counties. In 2007 the strength of the detective units in Waterford and Kilkenny shall be increased by 1 Sergeant and 3 Gardaí respectively. 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

2. 5 Striving for Improved Results and Outcomes: Pending the appointment of a divisional Detective Inspector in 2007, Inspector Christopher Delaney, Waterford Garda Station shall have overall 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 2006 are contributing to making this Division a safer place to visit, live and achieve. Our target for 2007 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 46%, 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 2007 is to reduce incidents of public disorder by 10%. Each district officer has operational leadership and accountability responsibilities here. At divisional level, Inspector Patrick O Connor, Kilkenny Garda Station shall have overall process improvement responsibility for order maintenance.

We will work with our Local Authorities and public representatives of our local communities 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 make maximum use of RAPID initiatives, our Youth Diversion Schemes, and broader community and youth engagement. Where identified stakeholders fail or refuse to deliver on their democratic responsibility, 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.

2. 7 Road Safety Priorities: Road safety remains a critical challenge for all of us in 2007. While significant achievements have been made in this Division over the past several years,

egligent road user behaviours in terms of excessive speeding, drunk 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 2006 we lost 13 people in 12 fatal collisions on the roads of Waterford/Kilkenny Division, one fatality less than in 2005. Working together, we are capable of reducing further this unacceptable level of human carnage in 2007. 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 2007

2. 8 Improving Local Road Safety Policing Capability: In 2007 we shall continue to increase the capability and impact of our traffic corps in Waterford, Kilkenny and Dungarvan. We shall add an additional traffic corps unit at Thomastown to sharpen our preventative presence and enforcement response to the dangerous road user behaviours that resulted in five fatalities in that geographic area in 2006. At divisional level, Inspector Thomas Duggan, Waterford shall overall process improvement 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 yourselves and your families in this Division. In 2007 we will continue to provide our new communities with an excellent immigration service and a supportive community policing service. At divisional level, Inspector Michael Lacey, Dungarvan shall have overall 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 cultural traditions and heritage. 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.

3. *Public Confidence*

3. 1 Improving Service Standards: We note the escalating public demand for Garda services sketched at paragraph 1. 4 above. Notwithstanding that, if the confidence of our

communities is to be enhanced, then we must strive continuously to improve the quality of our service in terms of courtesy, respect, responsiveness and professionalism. We note that overall public satisfaction with the Garda service in this Division was 68% in 2006, down 12.3 percentage points from the previous survey results in 2005. This is a matter of significant public and Garda concern. It is a matter deserving of our highest priority.

At divisional level Superintendent David Sheahan, Waterford shall have overall process improvement responsibility for service and standards improvement.

In 2007 we will:

- a) 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,
- b) Bring forward a programme of technology renewal to enable us to automatically monitor and benchmark the standard and quality of our responses,
- c) Improve response, respect, courtesy and professionalism (our key national service standards) at all points of service – on the street; on the telephone; and at service points at our stations. 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,
- d) Improve our responsiveness to victims of crime. We will afford all victims of crime with a sensitive service and immediate referral to the professional victim support services as provided by the Commission for the Support of Crime Victims. 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,
- 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 Managing Risk: Risk management is emerging as a critical public safety capability for effective and accountable policing. In 2007 we will continue to improve our risk management capability by updating our risk register in the light of known and emerging risks. At Divisional level, Superintendent Patrick Mangan Kilkenny shall have overall responsibility for process improvement in risk management. During 2007, 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 progress and performance standards for (1) the investigation of missing persons cases and (2) registration and tracking of sex offenders
- 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, 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 is 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 2007. Superintendents will conduct similar audits within their district stations on four occasions during 2007. 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 Complaints Board and have their complaint investigated and adjudicated in accordance with the provisions of the Garda Síochána (Complaints) Act, 1986 and appropriate provisions of the Garda Síochána Act 2005, when such become operable.

5. Capability Building

5.1 Renewal and Modernisation: The Garda Corporate Strategy 2007 – 2009 identifies 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 2007, takes

account of and actions many of those initiatives: - operations management, organisational development, cultural renewal, leadership and management and customer/public relations. Chief Superintendent P.V. Murphy shall have overall Divisional Process Improvement for Capability Building.

5.2 Learning and Development Initiatives: In 2007 Waterford/Kilkenny Division capability building initiatives will include:

- a) Quality training and development programmes for all student and probationer 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 developed to enable the continuing professional progression of post phase V 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

Pending the filling of a vacant inspector's post at Waterford Garda Station, Inspector Pádraig Dunne will have overall divisional process improvement responsibility for learning and development.

5.3 Stations and District Boundary Reviews: 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. We will carry out a review of the boundaries of each of our five districts 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 and 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.

STRATEGIC GOALS

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

STRATEGIC GOAL ONE - NATIONAL & INTERNATIONAL SECURITY

To maintain National & International Security

| Initiatives & Actions | Performance Indicators | Targeted Time Frame | | | | Ownership | Outcome |
|---|--|-------------------------------------|-------------------------------------|-------------------------------------|-------------------------------------|---|--|
| | | Q1 | Q2 | Q3 | Q4 | | |
| Risk to National Security Analyse the risk to National Security and initiate intelligence led operations against terrorist/radical groups and individuals | * Number of threat assessments carried out per district. | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | Each District Officer | A Secure Democracy |
| | * Number of groups or individuals identified and profiled | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | | |
| | * Number of Operations Initiated | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | | |
| Targeting Groups Identify and Target groups and Individuals with integrated criminal/subversive links | * Number of groups identified and profiled | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | Each District Officer | A Secure Democracy |
| | * Number of individuals identified and profiled | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | | |
| | * Number of operations initiated | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | | |
| | * Number of Persons Arrested | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | | |
| | * Number of Prosecutions initiated | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | | |
| Emergency Planning Further Develop the Garda Siochana's emergency response planning and capability | * Number of Live exercises held | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | Each District Officer & Inspector C Delaney | Response Capability benchmarked against the best International |
| | * Number of table-top exercises held | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | | |
| | * Number of emergency response training programmes developed | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | | |

| Initiatives & Actions | Performance Indicators | Targeted Time Frame | | | | Ownership | Practice |
|--|--|-------------------------------------|-------------------------------------|-------------------------------------|-------------------------------------|--|----------|
| Immigration Control Continue to enforce our Immigration Laws | * Number of Registration of Asylum Processed * Number of Workplace Inspections for breaches of Immigration Law * Number of Enforcement Operations at Ports and Airports * Number of Deportation Operations conducted in association with GNIB | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | Each District Officer | |
| Divisional Capability Enhance the capability of the Division for reporting and targeting of terrorist orientated risks and threats | * Number of Training Programmes Delivered * Number of Persons Trained * Increase the number of Immigration Officers available for Inspections at Waterford Airport by one * Provide continued training for Immigration Officers * Commission new Immigration Suite at Waterford Garda Station * Immigration Staff to provide bi-monthly briefings for operational teams | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | Divisional Officer & Each District Officer | |

| | | | | | | | |
|---|--|---|-------------------------------------|-------------------------------------|-------------------------------------|---|--|
| | <ul style="list-style-type: none"> * Provide bi monthly briefings for Operational Teams on Security threats | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | | |
| Tasking, Performance and Accountability Ensure a prudent capability development and deployment of resources to counter criminal behaviours and criminality. | <ul style="list-style-type: none"> * Each District Officer is tasked to ensure that Terrorist/Subversive Groups are identified and pursued for disruption and prosecution * Each District Officer is tasked to lead intelligence gathering initiatives * Each District Officer is tasked to ensure that the immigration Laws are enforced | <input checked="" type="checkbox"/> <input checked="" type="checkbox"/> <input checked="" type="checkbox"/> | | | | Divisional Officer & Each District Officer | |

Divisional Process Improvement

Superintendent Aidan Roche will have the overall responsibility for continuous improvement in capability building and process improvement. He shall identify priority improvement projects for approval by the Divisional Management Team

Each District Officer shall assign a member of Supervisory Rank to the Divisional Process Improvement Team

The process improvement team, in consultation with the Divisional Management Team shall identify and progress improvement projects. They will report formally on a bi-monthly basis to the Divisional Officer.

STRATEGIC GOAL TWO – CRIME & DRUGS

To significantly reduce the incidence of crime and criminal behaviour.

| Initiatives & Actions | Performance Indicators | Targeted Time Frame | | | | Ownership | Outcome |
|---|---|-------------------------------------|-------------------------------------|-------------------------------------|-------------------------------------|-----------------------|-------------------------------------|
| | | Q1 | Q2 | Q3 | Q4 | | |
| Violent and Fear Creating Crime Target violent crime and fear creating behaviour for vigorous policing action | * To profile all known violent criminals in each District | <input checked="" type="checkbox"/> | | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | Each District Officer | Overall Crime reduced by 2% in 2007 |
| | * To reduce violent crime by 5% on 2006 figures | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | | |
| | * To achieve a detection rate of 75% for violent crime | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | | |
| | * 3% increase in number of firearms seized | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | | |
| | * 2% reduction in incidents involving firearms | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | | |
| Volume Crime Target High Volume Crime Categories | * 2% reduction in the number of Burglary Incidents | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | Each District Officer | |
| | * 2% reduction in the number of Thefts from MPV | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | | |
| | * 2% reduction in the number of Thefts | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | | |
| | * 2% reduction in the number of Thefts | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | | |

| | | | | | | | |
|---|--|-------------------------------------|-------------------------------------|-------------------------------------|-------------------------------------|--|--|
| | Criminal Damage * Increase the detection rate for Headline Crime by 2% (to 48%) | | | | | | |
| Illicit Drug Trafficking and Dealing To target illegal drug trafficking and illegal drug dealing criminals operating into and in the Division for disruption, prosecution and asset seizure | * Increase by 5% the number of Seizures in illegal Drugs. | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | Each District Officer | |
| | * Increase the number of Section 15 Misuse of Drug Detections by 5% | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | | |
| | * Increase the number of Section 15A Misuse of Drug Detections by 5% | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | | |
| | * Number and type of Operations targeting Drug Trafficking | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | | |
| Anvil Operations Initiate intelligence led Anvil Operations against Criminal Gangs and Individuals | * Number and type of Operations targeting armed crime | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | Divisional Officer & Each District Officer | |
| | * Number and type of Operations targeting volume crime | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | | |
| | * Number and type of Operations targeting human trafficking | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | | |
| | * Number Operations targeting criminal asset seizure and confiscation | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | | |

| Initiatives & Actions | Performance Indicators | Targeted Time Frame | Ownership | Outcome |
|-----------------------|------------------------|---------------------|-----------|---------|
|-----------------------|------------------------|---------------------|-----------|---------|

| Overall Detection Rate Increase by 2% in 2007 | | | | |
|---|--|-------------------------------------|-------------------------------------|-------------------------------------|
| | Q1 | Q2 | Q3 | Q4 |
| Forensic Capability Further enhance our forensic investigative capability. | * Increase the number of Scene of Crime Examiners Trained by 10 | | | <input checked="" type="checkbox"/> |
| | * Increase by 10% the number of suspects identified as a result of Crime Scene Investigation | | | <input checked="" type="checkbox"/> |
| | * Increase the number of persons trained in forensic telephone traffic analysis by 2 | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> |
| | * Number of Persons detained under S4 CJA, S2 Drug Trafficking, S30 OASA from whom forensic samples are taken. | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> |
| | * Number of Persons detained under S4 CJA, S2 Drug Trafficking, S 30 OASA from whom fingerprint samples are taken. | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> |
| Crime Analysis Further develop and deploy Crime Analysis capabilities and Pin Mapping on a Divisional Level | * Provide Pin Mapping Reports (subject to technical support) to all Districts within the Division | <input checked="" type="checkbox"/> | | Divisional Officer |
| | * Train Crime Team Leaders in the use of | <input checked="" type="checkbox"/> | | |
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|---|---|-------------------------------------|-------------------------------------|-------------------------------------|-------------------------------------|--|
| | number of members trained in Criminal Asset Profiling | | | | | |
| Intelligence Capability Use the intelligence Capability to it's fullest extent to target, detect and prevent crimes | * Number of Intelligence Sources Registered | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | Each District Officer & Detective Superintendent |
| | * Number of intelligence reports submitted from registered sources | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | |
| | * Number of Collations made to the Criminal Intelligence Officer | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | |
| | * Number of Criminal Intelligence Bulletins issued to the Division | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | |
| | * Number of CHIS briefings to Operational Units | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | |
| Domestic Violence To target incidents of Domestic Violence for prevention and prosecution | * Implement An Garda Siochana pro arrest policy in every case where arrestable offences are disclosed | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | Each District Officer |
| | * Number of arrests made at domestic incidents for violent behaviour | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | |
| | * Number of arrests at Domestic Incidents for breach of court orders | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | |

| Initiatives & Actions | Performance Indicators | Targeted Time Frame | | | | Ownership | Outcome |
|---|--|---------------------|----|----|----|--|---------|
| | | Q1 | Q2 | Q3 | Q4 | Divisional Officer & Each District Officer | |
| Tasking, Performance and Accountability Ensure prudent capability development and deployment of resources to counter criminal behaviours and criminality. | * District Officers tasked and accountable for Serious Crime Investigation within their Districts | ✓ | ✓ | ✓ | ✓ | | |
| | * District Officer Waterford tasked to resource and support the investigation of Serious Criminal Incidents in Tramore and Dungarvan Districts | ✓ | ✓ | ✓ | ✓ | | |
| | * District Officer Kilkenny tasked to resource and support the investigation of Serious Criminal Incidents in Thomastown | ✓ | ✓ | ✓ | ✓ | | |
| | * District Officers to task Crime Teams in the investigation and prevention of Crime | ✓ | ✓ | ✓ | ✓ | | |
| | * District Officers tasked to report weekly on their performance on Crime Control and Crime Investigation within their Districts | ✓ | ✓ | ✓ | ✓ | | |

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|--|---|-------------------------------------|-------------------------------------|-------------------------------------|-------------------------------------|-------------------------------------|-------------------------------------|
| Investigative Capability Enhance the Divisional Crime Investigation Capability | * District Officers tasked to achieve the targets for Crime Detection and Crime Reduction | | | | | | |
| | * Appoint a Divisional Detective Inspector | | | | | | |
| | * Number of personnel trained in specialist crime investigation techniques | | | | | | |
| | * Deploy armed and uniform patrols to protect High Value and High Risk Targets | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> |
| | * Increase Divisional Detective Capability by 1 D/Sgt and 3 D/Gardai in Kilkenny and by 1 D/Sgt and 3 D/Gardai in Waterford | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> |
| | * Number of Gardai allocated to Crime Units and Drug Units for Six Month learning assignments | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> |
| | * Increase by 4 the number of vehicles available for Anti Crime Operations | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> |
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| | | | | | | | Divisional Officer |

Divisional Process Improvement

Inspector Chris Delaney will have the overall responsibility for continuous improvement in capability building and process improvement. He shall identify priority improvement projects for approval by the Divisional Management Team

Each District Officer shall assign a member of Supervisory Rank to the Divisional Process Improvement Team

The process improvement team, in consultation with the Divisional Management Team shall identify and progress improvement projects. They will report formally on a bi-monthly basis to the Divisional Officer.

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 | | |
| Targeted Enforcement Targeted enforcement of road traffic and road transport legislation | * 10% increase in the number of Mandatory Alcohol Tests conducted from Q4, 2006 | | | | | Each District Officer | Reduce fatal and Serious Injury traffic collisions in line with Government Strategy |
| | * 10% increase in the number of Driving while intoxicated detections to 851 | | | | | | |
| | * 10% increase in number of detections for Dangerous and Careless Driving. | ☑ | ☑ | ☑ | ☑ | | |
| | * 10% increase in the number of Speed Detections. | ☑ | ☑ | ☑ | ☑ | | |
| | * 10% increase in the number of FCPS notices issued. | ☑ | ☑ | ☑ | ☑ | | |
| | * 10% increase in the number of detections for no Seat-Belt Offences | ☑ | ☑ | ☑ | ☑ | | |

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|--|--|-------------------------------------|-------------------------------------|-------------------------------------|-------------------------------------|-------------------------------------|
| | <ul style="list-style-type: none"> * 10% increase in the number of intelligence led High Visibility Operations on young offending drivers. * 10% increase in the number of detections of offences under Road Transport Regulations, especially weight * Number of Section 41 RTA vehicles seized | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> |
| Education and Information Develop and Deploy a Garda Road Safety Awareness and Education Programme | <ul style="list-style-type: none"> * Number of Garda Road Safety Awareness Presentations. * Number of Transition Year Students engaged in Road Safety projects. * Number of Schools attending at Road Safety Presentations * Number of Local Radio Broadcasts on the issue of Road Safety and Driver Behaviour | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> |
| | | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | Each District Officer |

| Initiatives & Actions | Performance Indicators | Targeted Time Frame | | | | Ownership | Outcome |
|--|--|-------------------------------------|-------------------------------------|-------------------------------------|-------------------------------------|-----------------------|---------|
| Collision Prone Zones Traffic Units will spend 10% of their duty time in Collision Prone Zones | * 20% of duty time on High Visibility Patrolling | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | Each District Officer | |
| | * 30% of time on Speed Enforcement | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | | |
| | * 10% of Time on Covert Policing | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | | |
| | * Number of Key lifesaver priority offences detected | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | | |
| | * 50% of Key Lifesaver priority offences to be detected in Collision Prone Zones | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | | |
| Enhance Capability Build traffic policing capability and enhance results | * Number of New Vehicles allocated to Garda Traffic Corp. | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | Divisional Officer | |
| | * Increase the number allocated to Traffic Corp by 5 Sergeants and 12 Gardai | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | | |
| | * Appoint a dedicated Divisional Traffic Inspector | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | | |
| | * Establish a Traffic Corp Unit in the District of Thomastown | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | | |
| | * Number of outsourced Fixed Speed Cameras deployed within the Division. | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | | |
| | * Enhance Prevention and Performance indicators in line with resource investment | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | | |

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| <p>Traffic Management Collaborate to deliver a traffic management system</p> | <p>* Each District Officer to develop a traffic management plan to cater for (a) Major events, (b) Major Emergencies, (c) Road Closures due to traffic collisions (d) Urban Traffic Flow at Rush hour</p> <p>* Standard Operating Procedures to be deployed for the management of road traffic in emergencies and at public events</p> | | <p><input checked="" type="checkbox"/></p> <p><input checked="" type="checkbox"/></p> | | | <p>Each District Officer</p> | |
|---|--|--|---|--|--|------------------------------|--|

| Initiatives & Actions | Performance Indicators | Targeted Time Frame | | | | Ownership | Outcome |
|--|---|-------------------------------------|-------------------------------------|-------------------------------------|-------------------------------------|-----------------------|---------|
| Uniform Gardai Uniform Gardai to spend 10% of Patrolling Time on High Visibility Vehicle Checkpoints | * Number of seizures of S. 41 vehicles per district per month | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | Each District Officer | |
| | * Number of MAT Checkpoints performed | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | | |
| | * Number of High Priority Offences detected | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | | |
| Multi Agency Initiatives Engage with other agencies in the identification of road improvements aimed specifically at increased road safety | * Number of Collision Prevention Programme(CPP) Meetings per District per month | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | Each District Officer | |
| | * Number of CPP initiated improvements made per District per quarter | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | | |
| | * Number of Collision Prone Locations (CPL) identified per District per month | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | | |
| | * Number of road improvements recommended/brought about per District | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | | |
| Road User Engagement Engage Road Users actively with Garda road safety and enforcement strategy | * Delivery of public awareness campaign for Traffic Watch | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | Each District Officer | |
| | * Number of Traffic Watch Reports received per month | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | | |
| | * Number of offensive driving behaviours | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | | |

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|--|--|-------------------------------------|-------------------------------------|-------------------------------------|-------------------------------------|-------------------------------------|--|
| | confirmed as a result of Traffic Watch reports per District per month | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | |
| | * Number of road users identified from intelligence for enforcement intervention per District per month | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | |
| | * Number of Garda correction interventions taken by Gardai after Traffic Watch intelligence reports per District per month | | | | | | |

| Initiatives & Actions | Performance Indicators | Targeted Time Frame | | | | Ownership | Outcome |
|--|--|-------------------------------------|-------------------------------------|-------------------------------------|-------------------------------------|---|---------|
| Tasking, Performance and Accountability Ensure a prudent capability development and performance management of resources. | * District Officers tasked and accountable for the prevention of fatalities and serious injury collisions within their Districts | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | Divisional Officer & Each District Officer | |
| | * District Officers Waterford, Kilkenny, Dungarvan & | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | | |
| | | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | | |

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|--|--|-------------------------------------|-------------------------------------|-------------------------------------|-------------------------------------|-------------------------------------|--|
| | <p>Thomastown tasked with managing the performance of their respective Traffic Corp units based in their District</p> <p>* District Officers to task Traffic Corp in the weekly pursuit of the prevention and enforcement provisions of this plan</p> <p>* District Officers to ensure a reasonable and fair contribution from each traffic corp resource</p> <p>* District Officers tasked to report weekly on performance and achievement in relation to targeted results and outcomes</p> | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | |
|--|--|-------------------------------------|-------------------------------------|-------------------------------------|-------------------------------------|-------------------------------------|--|

Divisional Process Improvement

Inspector Tom Duggan will have the overall responsibility for continuous improvement in capability building and process improvement. He shall identify priority improvement projects for approval by the Divisional Management Team

Each District Officer shall assign a member of Supervisory Rank to the Divisional Process Improvement Team

The process improvement team, in consultation with the Divisional Management Team shall identify and progress improvement projects. They will report formally on a bi-monthly basis to the Divisional Officer.

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 | | |
| Public Order & Anti Social Behaviour Identify local public order and anti social behaviour "Hot-Spots" and develop responsive actions and plans | * Number of Public Order Hotspots Identified. | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | Each District Officer | Garda Satisfaction rate increased by 2% within the Division |
| | * Number of High Visibility Units deployed at Public Order Hotspots. | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | | |
| | * Number of arrests made under Public Order Legislation | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | | |
| | * Number of incidents/detections for offences under Section 2 and 3 of the Non Fatal Offences Against the Person Act | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | | |
| | * Number of Closure Orders Applied for within the Division for Businesses identified as contributors to Anti Social Behaviour. | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | | |
| | * Number of Gardaí within the Division who have undergone | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | | |

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|---|---|-------------------------------------|-------------------------------------|-------------------------------------|-------------------------------------|-------------------------------------|------------------------------|
| <p>Enforcement of Liquor Licensing Laws</p> <p>Proactively enforce the law relating to underage drinking and substance abuse in both public places and licensed premises</p> | <p>Public Order Training and are available for deployment.</p> <p>* Number of Deployments of District Public Order Units on prevention and enforcement duties.</p> <p>* Number of Anti Social Behaviour notices issued.</p> <p>* Number of ASBO Orders sought from the District Court.</p> | | | | | | |
| | <p>* Number of Interagency prevention and diversion programmes within the Division.</p> <p>* Number of Licence Holders briefed on Garda enforcement strategies and concerns.</p> <p>* Number of Detections for Sale/Supply of Illegal Drugs.</p> <p>* Number of Detections for Sale/Supply of alcohol to underage persons.</p> <p>* Number of Closure Orders of licensed premises applied for.</p> <p>* Number of Prosecutions of Licence Holders for</p> | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | <p>Each District Officer</p> |

| Initiatives & Actions | Performance Indicators | Targeted Time Frame | | | | Ownership | Outcome |
|---|---|-------------------------------------|-------------------------------------|-------------------------------------|-------------------------------------|-------------------------------------|---|
| | | Q1 | Q2 | Q3 | Q4 | | |
| <p>Community Engagement 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</p> | <p>* Conduct a risk assessment and identify Public Order Challenges for identified Urban Areas in the District</p> | | | | | | <p>Reduce the number of youths involved in crime</p> |
| | <p>* Agree an interagency action plan to mitigate identified Public Order Risks</p> | | <input checked="" type="checkbox"/> | | | | |
| | <p>* Number of Interagency consultation meetings and recorded agreements</p> | | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | |
| | <p>* Number of interagency anti social behaviour initiatives implemented at District Level e.g. RAPID, Youth Diversion, Restorative Justice, etc.</p> | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | |
| | <p>* Number of proposals for Community CCTV systems agreed at Local Level</p> | | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | | <p>Each District Officer.</p> | |

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|---|--|--|-------------------------------------|-------------------------------------|-------------------------------------|---|--|
| <p>Capability Building To enhance the capability of the Divisional Force to manage Disorder and Anti Social Behaviour in Communities</p> | <ul style="list-style-type: none"> * Increase the number of Public Order vans within the Division by 3 * Skill Staff in Public Order Intervention Techniques * Train Divisional Staff on ASBO provisions. * Deploy management responses to the risk assessment outcomes. * Appoint an Inspector to direct Public Order Operations in Waterford & Kilkenny * Ensure that sufficient trained personnel to enable the rapid deployment of a 25 member Public Order unit Capability * Develop and deploy Standard Operation Procedures for the deployment of the Divisional Public Order unit | | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | <div>Divisional Officer & Each District Officer</div> | |
|---|--|--|-------------------------------------|-------------------------------------|-------------------------------------|---|--|

| Initiatives & Actions | Performance Indicators | Targeted Time Frame | | | | Ownership | Outcome |
|--|--|-------------------------------------|-------------------------------------|-------------------------------------|-------------------------------------|--|---------|
| | | Q1 | Q2 | Q3 | Q4 | | |
| Tasking, Performance and Accountability Ensure a prudent capability development and performance management of resources. | * District Officers tasked and accountable to agree a multi stakeholder strategy for the management of Public Order and Anti Social Behaviour in identified Hotspots | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | | |
| | * District Officers tasked to deploy Public Order Prevention Practices (e.g. Closure Orders) to support the efforts of Operational Gardai | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | Divisional Officer & Each District Officer | |
| | * District Officers tasked to report weekly on performance and achievement in relation to targeted results and outcomes | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | | |
| | * District Officers to ensure the safe and proportionate deployment of Public Order resources. | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | | |

Divisional Process Improvement

Inspector Pat O Connor will have the overall responsibility for continuous improvement in capability building and process improvement. He shall identify priority improvement projects for approval by the Divisional Management Team

Each District Officer shall assign a member of Supervisory Rank to the Divisional Process Improvement Team
The process improvement team, in consultation with the Divisional Management Team shall identify and progress improvement projects. They will report formally on a bi-monthly basis to the Divisional Officer.

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 |
|--|---|-------------------------------------|-------------------------------------|-------------------------------------|-------------------------------------|-----------------------|-----------------------------------|
| | | Q1 | Q2 | Q3 | Q4 | | |
| Racial Incident Investigation Provide protection and redress against racist incidents | * Number of Racist Incidents Investigated. | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | Each District Officer | Public Confidence increased by 2% |
| | * Number of Prosecutions associated with Racist Incidents. | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | | |
| | * Number of Referrals to Victim Support for Racist Incidents. | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | | |
| | * Number of Complaints against members within the Division for Racist behaviour. | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | | |
| | * Number of Languages in which Form C72(s) is available | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | | |
| | | | | | | | |
| Trust & Confidence 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 | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | Each District Officer | |
| | | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | | |

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| | evaluation reports prepared. * Quality of Immigration Service provided | | | | | | |
| Communication and Consultation Communicate effectively with ethnic and culturally diverse communities | * Number of meetings with Ethnic and Culturally Diverse communities. * Number of Ethnic and Cultural issues dealt with in the context of Joint Policing Committees. * Directory of Interpreters available to An Garda Síochána developed and Distributed to Each Garda District. * Increase availability of diverse language training throughout the Garda Síochána. | <input checked="" type="checkbox"/> <input checked="" type="checkbox"/> <input checked="" type="checkbox"/> <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> <input checked="" type="checkbox"/> <input checked="" type="checkbox"/> <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> <input checked="" type="checkbox"/> <input checked="" type="checkbox"/> <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> <input checked="" type="checkbox"/> <input checked="" type="checkbox"/> <input checked="" type="checkbox"/> | Each District Officer | |
| Cultural Representation Ensure the Garda Service is representative of the Community we serve | * Number of Persons from ethnic and culturally diverse communities serving within the Division. * Number of members from Ethnic communities in N.W. Committees * Number of members from the Ethnic Communities engaged with RAPID | <input checked="" type="checkbox"/> <input checked="" type="checkbox"/> <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> <input checked="" type="checkbox"/> <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> <input checked="" type="checkbox"/> <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> <input checked="" type="checkbox"/> <input checked="" type="checkbox"/> | Each District Officer | |

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|--|-----------------|--|--|--|--|--|--|
| | programmes etc. | | | | | | |
|--|-----------------|--|--|--|--|--|--|

| Initiatives & Actions | Performance Indicators | Targeted Time Frame | | | | Ownership | Outcome |
|--|---|---|---|---|---|--|--|
| Capability Building To enhance and improve the ability of the Divisional Force to engage with our Ethnic Communities | * Train a further six members of the Divisional Force as Ethnic Liaison Officers * Provide cultural awareness training for staff | | | | | <input checked="" type="checkbox"/> <input checked="" type="checkbox"/> | Divisional Officer & Each District Officer |
| | * District Officers tasked to report weekly on performance and achievement in relation to targeted results and outcomes * District Officers tasked to establish consultation forum, to engage leaders of Ethnic Communities, for the identification and resolution of problems and issues. * District Officer to report quarterly on consultation and communication and | <input checked="" type="checkbox"/> <input checked="" type="checkbox"/> <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> <input checked="" type="checkbox"/> <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> <input checked="" type="checkbox"/> <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> <input checked="" type="checkbox"/> <input checked="" type="checkbox"/> | Divisional Officer & Each District Officer | |

| | | | | | | | | |
|-----------------------------|--|--|--|--|--|--|--|--|
| trust building initiatives. | | | | | | | | |
|-----------------------------|--|--|--|--|--|--|--|--|

Divisional Process Improvement

Inspector Mick Lacey will have the overall responsibility for continuous improvement in capability building and process improvement. He shall identify priority improvement projects for approval by the Divisional Management Team

Each District Officer shall assign a member his District Force to the Divisional Process Improvement Team

The process improvement team, in consultation with the Divisional Management Team shall identify and progress improvement projects. They will report formally on a bi-monthly basis to the Divisional Officer.

STRATEGIC GOAL SIX – COMMUNITY ENGAGEMENT

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

| Initiatives & Actions | Performance Indicators | Targeted Time Frame | | | | Ownership | Outcome |
|---|--|-------------------------------------|-------------------------------------|-------------------------------------|-------------------------------------|-----------------------|--|
| | | Q1 | Q2 | Q3 | Q4 | | |
| Community Policing Promote the Garda Siochana National Model of Community Policing | * Develop support structures to support Community Policing within the Division in conformance with the National Model of Community Policing. | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | Each District Officer | A Garda Service that reflects the needs and priorities of the people of Waterford and Kilkenny |
| | * The number of Gardaí employed full time on Community Policing Duties within the Division. | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | | |
| | * The number of active Community Alert/Neighbourhood Watch Schemes. | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | | |
| Youth Strategy Develop a Youth Strategy to advance appropriate Garda services for children and young people | * Assessment of Garda Youth related services. * Consult with youth service providers to inform proposed new strategies. | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | | Each District Officer | |

| strategy at Divisional & District Level. | | | | | | |
|---|--|--|--|--|--|---|
| <p>Victim Support Enhance victim related services</p> | <p>* Number of referrals to victim support services</p> <p>* Number of Pulse letters generated to Victims of Crime</p> <p>* Number of victims of crime updated on investigation status.</p> <p>* Number of Family Liaison Officers appointed and trained</p> <p>* 2% reduction in the level of repeat victimisation.</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>Joint Policing Committees Engage fully in Joint Policing Committees and local policing fora</p> | <p>* Progress Joint Policing Committee in Waterford.</p> <p>* Number of meetings attended by Gardai</p> <p>* Number of recommendations from Joint Policing Committees included in Divisional and District Policing Plans</p> <p>* Number of Community Based CCTV systems supported</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>Divisional Officer & Each District Officer</p> |

| Initiatives & Actions | Performance Indicators | Targeted Time Frame | | | | Ownership | Outcome |
|---|--|-------------------------------------|-------------------------------------|-------------------------------------|-------------------------------------|--|---------|
| Public Presence Ensure a visible public Garda presence within the community and particularly in RAPID areas | * 5% increase in the satisfaction with visibility in local areas | | | | | | |
| | * The number of High Visibility Patrols | | | | <input checked="" type="checkbox"/> | | |
| | * The number of High Visibility Patrols in RAPID areas | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | Each District Officer | |
| | * The number of Initiatives in RAPID areas. | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | | |
| | * Number of Community Gardaí allocated to RAPID areas | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | | |
| Service Improvement To improve the quality and standard of customer service throughout the Division | * Improve Public Satisfaction in Garda Service by 7 percentage points (from 68% to 75 %.) | | | | <input checked="" type="checkbox"/> | | |
| | * Improve our response to emergency calls | | | | <input checked="" type="checkbox"/> | | |
| | * Improve response to non emergency calls | | | | <input checked="" type="checkbox"/> | Divisional Officer & Each District Officer | |
| | * To improve the telephone service at Waterford and Kilkenny Garda Stations | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | | |
| | * To improve our service standards in terms of response, respect, courtesy and professionalism at each point of service contact. | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | | |

| | | | | | |
|---|--|---|--|--|--|
| | * Number of Complaints received for discourteous behaviour. | | | | |
| Capability Building To enhance and improve the ability of the Divisional Force to engage with our Communities | * Increase the number of Mountain Bikes allocated to the Division by 7 | | | | |
| | * Provide Garda Mountain Bike Training Courses for 20 members across the Division | ✓ | | | |
| | * Provide training for Divisional on the improvement of service standards. | | | ✓ | |
| | * Provide training in the use of CCTV in urban areas. | | | ✓ | |
| | * Provide technological upgrade on the phone systems in Waterford and Kilkenny stations. | | | ✓ | |
| | * Resource dedicated phone answering service in Waterford and Kilkenny Stations | | | ✓ | |
| | | | | Divisional Officer & Each District Officer | |

Divisional Capability Building

- 1. Risk Management**
- 2. Renewal & Modernisation**
- 3. Learning and Development
Initiatives**
- 4. Process Improvement**



Divisional Capability Building

To build the capability of the Division to deliver on the goals and
this policing plan

| Capability Initiative | Project | Responsibility |
|---|--|---|
| <i>Renewal and Modernisation</i> | <ul style="list-style-type: none">1. Leadership and Performance Management2. Relationship Management & Service Improvement.3. Rural Policing: Community Safety and Service Delivery.4. Public & Media Relations5. Station & District Boundary Review | <ul style="list-style-type: none">1. Chief Superintendent P2. Superintendent David S3. Superintendent Tom O'Superintendent Aidan Roc4. Superintendent Dave SlInspector Tom Duggan5. Superintendent Jerry Ly |

| | | |
|--|--|---|
| <i>Risk Management</i> | <ol style="list-style-type: none"> 1. Risk Strategy & Risk Register 2. Update Divisional Major Emergency Plans 3. Operations Risk Assessment 4. Citizen Risk Assessments 5. Missing Person & Sex Offenders Assessment 6. High Risk Targets 7. Safety & Welfare Risk | <ol style="list-style-type: none"> 1. Superintendent Pat Man 2. Inspector Chris Delaney 3. Inspector Tom Duggan 4. Superintendent Dave Sh 5. Superintendent Aidan R 6. Superintendent Jerry Ly 7. Inspector Padraig Dunn |
| <i>Learning and Development Initiatives</i> | <ol style="list-style-type: none"> 1. Student and Probationer Garda Learning Programmes 2. Continuous Professional Development of staff 3. Staff Development – Supervisory and Management Skills | <ol style="list-style-type: none"> 1. Sergeant Albert Gill 2. Inspector Padraig Dum 3. Each District Officer |
| <i>Process Improvement</i> | <ol style="list-style-type: none"> 1. National & International Security 2. Crime & Drugs 3. Traffic & Road Safety 4. Public Order & Anti Social Behaviour 5. Ethnic & Cultural Diversity 6. Community Engagement | <ol style="list-style-type: none"> 1. Superintendent Aidan I 2. Inspector Chris Delane 3. Inspector Tom Duggan 4. Inspector Pat O Conno 5. Inspector Mick Lacey 6. Superintendent Tom O Inspector Padraig Dum |

Appendix

Minister's Priorities for An Garda Siochana

Priorities for the Garda Síochána for 2007
Determined by the Tánaiste and Minister for Justice, Equality and
Law Reform under Section 20 of the Garda Síochána Act 2005

Organised Crime/Drugs

1. To target organised crime, including drug trafficking and the gun culture associated with it, particularly through
 - * the use of specialist units and targeted operations such as Operation Anvil
 - * profiling, intelligence gathering and threat assessments in relation to individuals/groups involved in organised crime
 - * delivery on Garda actions and performance targets outlined in the National Drugs Strategy
 - * Ongoing action by the Criminal Assets Bureau pursuant to proceeds of crime legislation.

Terrorism

2. To continue to combat terrorist activities, with specific regard to dissident republican groups and the seizure of assets related to paramilitary activity, as well as monitoring and taking appropriate action against those who support international terrorism.

Public safety/confidence

3. To increase public confidence in law enforcement through significantly increased high-visibility policing in the community.
4. To monitor and improve response times to emergency calls while ensuring that persons reporting any crime are dealt with sympathetically and efficiently.

Organisational and deployment issues

5. To ensure that the ongoing expansion of the Garda Síochána to 14,000 members is fully reflected in the increase in the number of Gardaí on operational duties and in visible policing roles, with new fulltime members being placed on operational duties.
6. To use the civilianisation process and the outsourcing of appropriate services to increase the number of Gardaí on operational duties.
7. To continue with the recruitment and deployment of Reserve members of the Garda Síochána with the objective of having 900 Reserve members in place throughout the State who will provide support to full-time members and improve visible policing.
8. To work with the Department of Justice, Equality and Law Reform, the Garda Inspectorate and the Ombudsman Commission to improve

standards within the Service and to raise the quality and level of effectiveness of policing services provided to the community.

9. To finalise the review of local policing arrangements in communities in the RAPID Programme Areas where local residents are seeking to have issues such as persistent vandalism, low and high-level intimidation and other anti-social behaviour more effectively addressed.

Road Traffic Law Enforcement

10. Continue to increase the strength of the Traffic Corps which will enable increased enforcement activity such as checkpoints.

11. To target drink driving, speeding and other road traffic offences, informed by appropriate data, making full use of legal powers available, thereby contributing to a reduction in deaths and serious injuries.

12. To outsource the provision and operation of speed cameras.

13. To work closely with other organisations that have a role in improved road safety.

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

Crime Prevention and Reduction

15. To address anti-social behaviour and behaviour adversely affecting the quality of life of communities, with particular emphasis on alcohol related behaviour (including underage drinking) and socially disadvantaged communities, especially through utilising the legal mechanisms being made available, including ASBOs, fixed charge notices and closure orders.

16. To participate fully in Joint Policing Committees.

17. To monitor registered sex offenders and cooperate with the PSNI and UK police forces so as to minimise the risk of re-offending and contribute to community safety.

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

19. To continue the expansion of Garda Youth Diversion Schemes.

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

Illegal immigration and trafficking in people

21. To deploy the necessary resources to tackle effectively illegal immigration and human

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