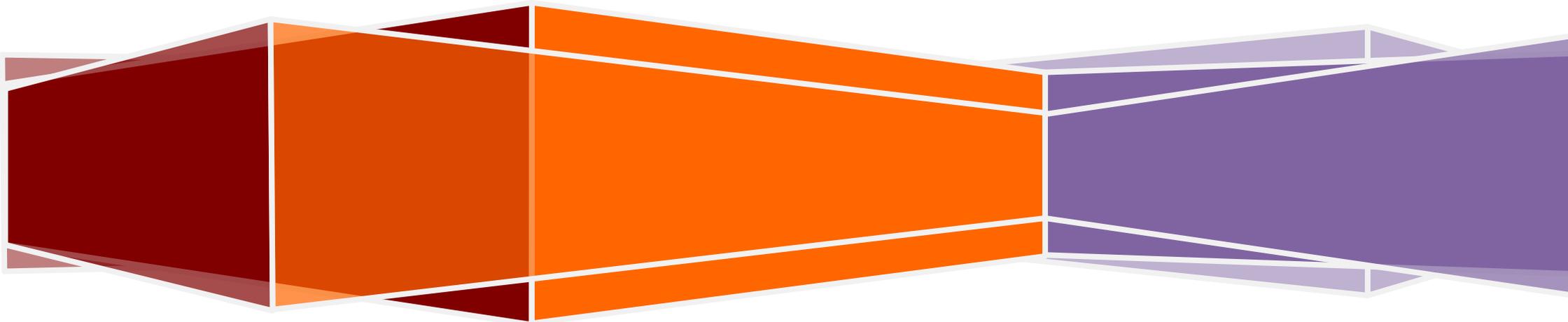




# Divisional Policing Plan Waterford 2016



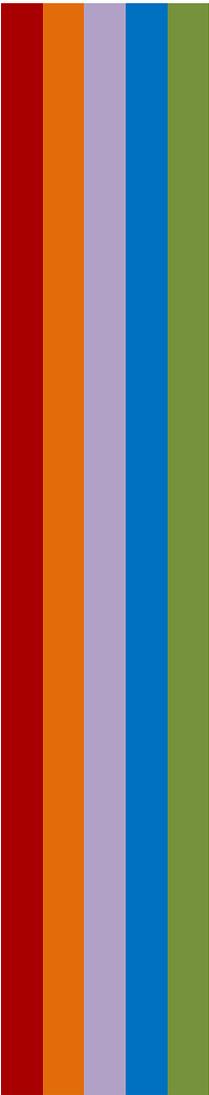
*Working Together: Better Together*



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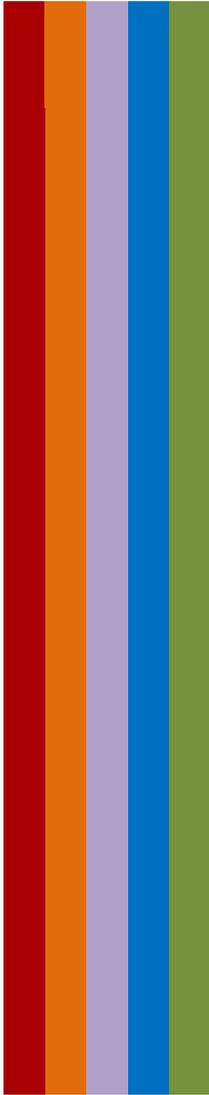
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## Foreword

As Chairman of the Joint Policing Committee for Waterford City and County, I am delighted to write this foreword for the Divisional Policing Plan 2016 for the Division of Waterford.

Building on the success of last year's policing plan, I am encouraged by the aspirations, targets and goals set by Chief Superintendent Murphy and his Divisional Management Team.

Community policing reflects what is best about An Garda Síochána: Waterford Joint Policing Committee is committed to working with all our partners including An Garda Síochána in providing safe and purposeful communities and to ensure that our communities are supported and empowered in their efforts and at times of need. The establishment of the Community Safety Networks across the County will be a key driver of this engagement.

I am further encouraged by the commitments in the Policing Plan to support all victims of crime and especially those who are victims of domestic violence and sexual offences. Being a victim of crime is a traumatic event and can have a significant impact on a person's life and family. I am heartened by the commitments in the Policing Plan to focus the efforts of our Gardaí in Waterford on the area of prevention. I commend the Chief Superintendent and his Superintendents for prioritising our vulnerable persons and I welcome the establishment of the Vulnerable Persons Protection Unit

Finally, I would like to wish An Garda Síochána in the Waterford Division the best of luck for 2016. I can assure you of the support of the Joint Policing Committee who will work with you in every way possible to ensure a safer, more peaceful and prosperous Waterford City and County.



Cllr. John Carey Chairman, Waterford Joint Policing Committee.



## Introduction

Welcome to Waterford's Policing Plan 2016. Guided by our National Policing Plan 2016 and the policing priorities set out by the Minister, we remain very responsive to local factors that inform how we service the safety and security of our citizens and strengthen the spirit and resilience of our communities across Waterford City and County.

In 2016, you can expect Waterford Gardaí to continue our wholehearted commitment and resolve to improving and enhancing personal and community safety for all our citizens and public. Preventing criminals and dangerous individuals from inflicting loss or harm on our families or communities is our primary priority.

As in previous years, our community policing ethos and practice reflects a higher moral and civic order. In addition to delivering impactful preventative services we are passionately committed to supporting the growth of community spirit, strength and resilience in a manner that harnesses our combined wisdom and energies for the benefit of all our citizens. Working in dynamic collaboration with our partners and community leaders, we are devoted to enabling all our people to live in inclusive thriving communities free from the impacts of crime, danger and disorder.

By fostering civic spiritedness, progressive networking and viable attractive alternatives, we strive to cut off the flow of children and

young people into life paths blighted by crime, addiction and delinquency.

Therefore in 2016, our focus will continue to shift from a reactive case driven approach to a more strategic threat identification and harm mitigation focus. Our three stranded strategic safety approach to service development and delivery shall continue:

*Firstly*, we continue to grow and activate powerful knowledge-led, actor focused prevention action plans – (1) prevention of violent fear creating crime and high volume property crime, particularly burglary; (2) prevention of public disorder and anti-social behaviours in our streets and communities; and (3) prevention of dangerous road behaviours which threaten the lives and safety of road users.

*Secondly*, continuing our service theme of inclusivity and mutuality *'Working Together: Better Together'* we are promoting and supporting strong networked civic leadership and collaboration as essential enablers of community spirit, thriving and resilience – our mutual purpose being to engender confidence, high self-regard and self-reliance in every community across Waterford City and County.

*Thirdly*, we are focused on delivering a responsive, reassuring, reliable and respectful service experience, generating high levels of citizen and public satisfaction and confidence. Victims of crime and



trauma will benefit from additional prevention, protection, information and support services from our [Garda Victim Support Services](#), including referral to external dedicated victim support agencies. Vulnerable persons - including victims of domestic violence and sexual exploitation - will receive dedicated professional Garda engagement, protection and support services, led by our specialist [Vulnerable Persons Protection Unit](#) staff.

Notwithstanding our wholehearted commitment to delivering excellent Garda services to our people, we recognise the very significant constraints which diminishing financial and staffing resources placed on our ability to fully satisfy all community service and support expectations in recent years. Now, as additional resources come on stream, we stand committed to maximising public value creation through prevention prioritisation, improved networking and collaboration, and innovations in structures and leadership to deliver efficient, effective and impactful Garda services in 2016.

At our core, our public service values and beliefs and sense of civic purpose and meaning, fuels our passion to serve and succeed and account. Under the rubric of *Inspiring Trust & Confidence through our Garda Public Service Stewardship Framework* – rooted in integrity, inclusivity and respectfulness; and enabled through

*upfront honesty, collaborative partnering & adaptive leadership* – we will continue to grow and deliver a Garda Service that is open and transparent, visible and engaging, responsive and reliable, efficient and effective and respectful of your person and privacy: and is above all, deserving of your trust and confidence and pride. We stand accountable to you for the delivery of that Garda public service stewardship commitment.

I put on record my high regard for the efforts of all our Garda staff who carry the flag in the cause of our safety, security and service 24/7/365. Their flexibility and commitment in no small way continues to contribute to ensuring that violent, dangerous and committed criminals are challenged, disrupted, constrained and stand answerable to the rule of law. In 2016 that selfless commitment will continue to strengthen.

As we commemorate the centenary of the noble reawakening of our Nation, it is our continuing honour to wear the Garda uniform in the public service of the Irish people. It is my privilege to lead your Garda Service in Waterford, and to recommit to honouring your ongoing trust, confidence and contributions.

*Ar scáth a chéile a mhairimid.*

  
**P. V. Murphy**  
**Chief Superintendent**

## Our Divisional Strategy Statement 2016

### Our Commitment

Waterford Gardaí are committed to enabling our people to live in strong thriving communities free from the impacts of crime, danger and disorder.

### Our Approach

We shall do this by engaging collaboratively with our communities and partners in the creation and delivery of impactful services that protects our people, challenges and diminishes criminal threats, enhances community confidence and resilience, and satisfies our diverse peoples' service needs and expectations.

### Our Planned Outcomes

*Enhanced  
Community Safety & Security*

*Strengthened  
Community Spirit & Resilience*

*Improved  
Citizen & Community Satisfaction*

*Working Together: Better Together*

## Our Divisional Strategy Framework 2016

### What we must excel at?

CC2 – Strengthen community spirit, confidence & resilience

CC1 – Prevent criminality & reduce the threat & impact of crime, disorder & danger

CC3 - Deliver high quality Garda service experience

### What will enable us to excel?

EP2 – Enable impactful decision making through intelligence leadership

EP1 – Make prevention led safety our first priority

EP3 – Develop & deploy high quality citizen service capability

### EP4 – Inspire trust & confidence through great Garda Public Service Stewardship

*Harness our Garda Service Stewardship Framework – rooted in integrity, inclusivity & respectfulness: And enabled through upfront honesty, collaborative partnering & adaptive leadership. Our Garda Stewardship is authenticated, enabled and executed through:*

EP4.1 - Operations Leadership

EP4.2 - Empowering Teamwork

EP4.3 – Performance Accountability

EP4.4 – Service Excellence

### How we grow and align our capabilities?

LG2 – Exploit Garda knowledge & insights

LG1 – Involve, develop & reward Garda staff

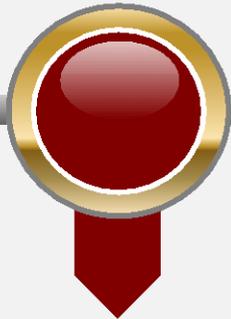
LG3 – Align & deploy enabling resources for best value delivery

## Our Service Design for the Front Line 2016



## Our 4R Service Delivery Standards 2016

### RESPONSIVE



- ✓ Being timely, courteous and helpful
- ✓ Appreciating people, their values and diverse service needs
- ✓ Engaging with interest and enthusiasm
- ✓ Working to understand and resolve service issues

### REASSURING



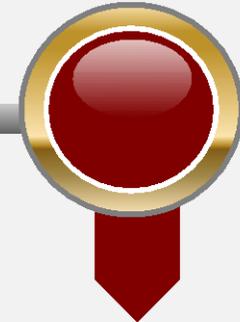
- ✓ Delivering well informed impactful service experiences
- ✓ Presenting a professional image and voice
- ✓ Going the extra mile to earn peoples' trust
- ✓ Providing reassuring advice, feedback and follow-up support

### RESPECTFUL



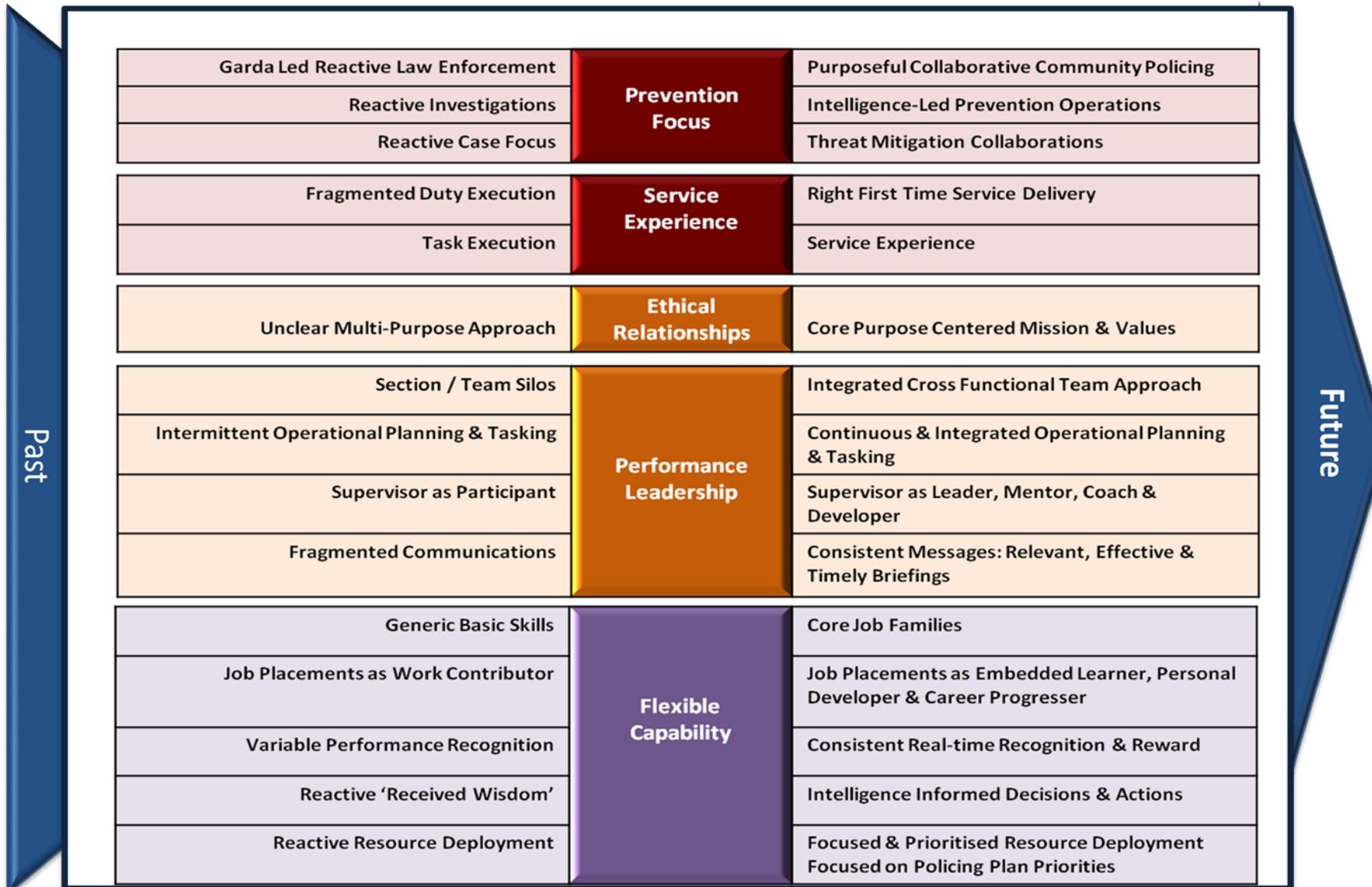
- ✓ Respecting peoples' dignity and diversity
- ✓ Committing time and effort to understanding peoples' perspective
- ✓ Delivering on agreed understanding of people's service needs
- ✓ Maintaining confidentiality and respecting privacy

### RELIABLE



- ✓ Consistently delivering dependable impactful Garda services
- ✓ Applying Garda authority and legal powers fairly and responsibly
- ✓ Consistently engaging to resolve local community safety concerns
- ✓ Being timely in dealing with core service challenges

## Our Change & Growth Agenda 2016



## Our Balanced Perspectives Performance Framework

### *Implementation Structure and Process*

1. This Balanced Perspectives Performance Framework is structured and organised to give practical implementation effect to each of our 10 Divisional Objectives set out in our Divisional Strategy Framework at page seven. To energise and drive necessary process realignment and capability building focused on service excellence delivery, we have set out clear key performance measures (KPM), targeted results and improvement initiatives across all elements of our Strategy Framework –

Objective	KP Measure	Targeted Result	Strategic Initiatives
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2. Our strategic intent and commitment is to deliver highly valued solutions and outcomes that will benefit all our citizens and communities in tangible ways. Resolute and disciplined pursuit of the cause effect logic that underpins our strategy will ensure that we continue to grow the policing competencies, business execution processes and professional service delivery acumen necessary for success.
3. It is the responsibility of each District and Station Leadership Team across our Division to ensure that this Policing Plan is implemented, and that our communities and citizens benefit in terms of enhanced public safety, strengthened community stability and resilience, and improved service experience and satisfaction. This will be achieved, firstly, through the creation of District Policing Plans (Code 3.3(2)). Secondly, to ensure local relevance and practical flexibility, District Prevention Priorities (10 week duration) shall be used to communicate Superintendent’s operational priorities to operational team leaders, collaborating partner agencies and community leaders. Finally, dynamic operational Prevention Action Planning shall be deployed to structure, communicate and execute Superintendent’s priority duties on a day to day basis. This frontline structure and process shall govern and guide all such operations.
4. The Chief Superintendent and Superintendents supported by their team leaders have critical motivational, guiding and enabling leadership and management responsibility. They are accountable for resource development and deployment, operational performance and achievement, and consistent best value delivery.
5. Progress in the execution of our 10 Divisional Objectives will be tracked and monitored at Divisional and District levels on a monthly basis. The first Performance and Accountability Framework (PAF) meeting in each month will be dedicated to assessment and review of progress and achievements in the previous month.
6. Achievements will be recognised and rewarded, with deviations from planned performance being subject to critical review, thereby driving learning and course adaptation in light of known and emerging community safety challenges and opportunities.

## Our Performance, Growth & Service Delivery Scorecard

	Objective	KP Measure	Targeted Result	Strategic Initiatives & Key support Actions
<b>CC1</b>	<b>Prevent criminality &amp; reduce the threat &amp; impact of crime, disorder and danger</b>	<ol style="list-style-type: none"> <li>1. Crime Reduction</li> <li>2. Disorder Reduction</li> <li>3. Road Safety</li> <li>4. Criminal Intimidation</li> <li>5. Criminal/Terrorist Threat</li> </ol>	<ol style="list-style-type: none"> <li>1.1 7% Reduction in Volume Crime</li> <li>1.2 3% Reduction in Violent Crime</li> <li>2.1 3% Reduction in Public Order Incidents</li> <li>3.1 5% Reduction in Fatal and Serious Incident Collisions</li> <li>4.1 Timely effective mitigating intervention in every case</li> <li>5.1 Criminal/Terrorist threat disrupted/diminished</li> </ol>	<ol style="list-style-type: none"> <li><b>1. Divisional Prevention &amp; Protection driving:</b> <ol style="list-style-type: none"> <li>a) Youth Diversion &amp; Growth</li> <li>b) Offender Diversion &amp; Restoration including JARC &amp; SAOR</li> <li>c) Intelligence led enforcement prioritising disruption of prolific criminals including Operation THOR</li> <li>d) Targeted Intelligence-Led Enforcement against Violent, Organised and Terrorist Criminals</li> <li>e) Targeted enforcement against persistent “lifesaver offenders”.</li> <li>f) Risk Based Targeted Protection of Vulnerable Persons and communities</li> </ol> </li> </ol>

	Objective	KP Measure	Targeted Result	Strategic Initiatives & Key Support Actions
CC2	Strengthen Community spirit, confidence & resilience	1. Visible engaging presence 2. Collaborating Networks 3. Information Flow / Exchange 4. Fear Reduction / Safety Confidence	1.1 80% community satisfaction 2.1 100% supportive participation in community safety networks 3.1 Satisfaction with information flow in both directions 4.1 Establish benchmark	<b>1.1 Leadership Networking in Our Communities driving, energising and achieving through -</b> a) Joint Policing Committee Initiatives b) Community Safety and Strengthening Teams c) Structured visible supportive Garda presence. d) Environmental design & target hardening. e) Supporting community capacity & resolve to resist & defeat criminal exploitation. f) Supporting Neighbourhood Watch, Community Alert, Purple Flag Projects <b>2.1 Community Strengthening &amp; Resilience Building -</b> a) Promote productive citizenship behaviours among young people – JLO & JARC... b) Support for 'Healthy City', 'Place of Sanctuary' & Purple Flag Projects c) Promote community identity, pride and spirit
CC3	Deliver high quality Garda services	1. Emergency Response 2. Victim Service & Support 3. Incident Investigation (Quality) 4. Recurring service demands resolution	1.1 100% of emergency calls responded to in 15 minutes 2.1 85% victim satisfaction with Garda service 3.1 95% quality assured investigation files delivered in agreed time lines 4.1 90% of recurring service calls resolved	<b>1. Prioritise Citizen/Customer Experience &amp; Satisfaction with 4R Service delivery –</b> d) Collaborative Improvement Conversations among Call Takers and Services Providers, Citizens & Supervisory Leadership Team e) Waste Elimination in file preparation and submission via Lean/Six sigma application f) Voice of the Citizen / Customer Survey

	Objective	KP Measure	Targeted Result	Strategic Initiatives & Key Support Actions
EP1	Make prevention led safety our first priority	<ol style="list-style-type: none"> <li>1. Prevention Leadership Focus</li> <li>2. Resource realignment</li> <li>3. Vulnerable Victim Support</li> </ol>	<ol style="list-style-type: none"> <li>1.1 District prevention plans published and deployed by 31<sup>st</sup> of March</li> <li>1.2 Operational prevention action plans deployed by 31<sup>st</sup> of March</li> <li>2.1 Revised community safety teams implementing District Prevention Plans by 31<sup>st</sup> of March</li> <li>3.1 Support process for vulnerable persons and repeat victims reviewed and revised by 30<sup>th</sup> of June</li> </ol>	<ol style="list-style-type: none"> <li>1. <b>Develop &amp; Deploy Multi-stakeholder Prevention Action Plan at District level -</b> <ol style="list-style-type: none"> <li>a) Support local leadership &amp; participation</li> <li>b) Raised awareness and involvement in prevention strategy, purpose &amp; benefits including media engagement</li> <li>c) Dynamic community engagement, involvement &amp; empowerment</li> <li>d) Clear strategic and operational leadership of revised prevention process</li> <li>e) Champion prevention as ‘everybody’s job’</li> </ol> </li> </ol>
EP2	Enable impactful decision making through intelligence leadership	<ol style="list-style-type: none"> <li>1. Integrated Information and Knowledge</li> <li>2. Divisional Knowledge Management Network and HUB</li> <li>3. Information gathering and Intelligence flow</li> </ol>	<ol style="list-style-type: none"> <li>1.1 Real time intelligence informing strategic and operational prevention decision making</li> <li>2.1 Divisional Intelligence Team, Network and HUB operational by 30<sup>th</sup> June 2016</li> <li>2.2 Quarterly Intelligence Reviews and Evaluation of Organised Criminal Groups and violent criminals</li> <li>3.1 All staff contributing information to Divisional Knowledge Management Network and HUB</li> <li>3.2 Hub delivering real time intelligence products to management &amp; front line staff</li> </ol>	<ol style="list-style-type: none"> <li>1. <b>Exploit Knowledge &amp; Intelligence to Drive Performance and Impact, via-</b> <ol style="list-style-type: none"> <li>a) Structured accountable performance leadership of Divisional HUB</li> <li>b) Multiple channel information flow to Divisional HUB</li> <li>c) Structured data collection, recording, analysis &amp; grading processes delivering information, intelligence and insight</li> <li>d) Dynamic real-time 360 Degree information flow among users</li> <li>e) Quality assured business information product delivery</li> <li>f) Timely leader decision making &amp; actions focused on Organised Criminal Groups and Violent and prolific criminals</li> </ol> </li> </ol>

	Objective	KP Measure	Targeted Result	Strategic Initiatives & Key Support Actions
EP3	Develop and deploy high quality citizen service capability	<ol style="list-style-type: none"> <li>1. Service Excellence</li> <li>2. Service Quality</li> <li>3. Service Delivery Structure</li> <li>4. Service Brand &amp; Image</li> </ol>	<ol style="list-style-type: none"> <li>1.1 4R service standards deployed and operational</li> <li>2.1 Quarterly service satisfaction surveys</li> <li>2.2 Right 1<sup>st</sup> time service delivery</li> <li>3.1 Dedicated service teams operational</li> <li>3.2 Prosecutorial decision feedback and review process for victims deployed and operational by 30<sup>th</sup> June.</li> <li>4.1 Consistent clean attractive image at each point of contact – staff, vehicle, station.</li> <li>4.2 Divisional Media Team and Strategy deployed and operational</li> </ol>	<ol style="list-style-type: none"> <li><b>1. Implement CRM System</b> <ol style="list-style-type: none"> <li>a) Customer/citizen segmentation</li> <li>b) Deliver public value in terms of positive external citizen and internal customer experience</li> <li>c) Embed our 4R Service Standards in citizen service, structure &amp; process</li> </ol> </li> <li><b>2. Implement Waste and Error Elimination via Lean Six Sigma Improvement Programme</b> <ol style="list-style-type: none"> <li>a) Right first time service delivery</li> <li>b) Right first time process execution</li> <li>c) Value For Money</li> </ol> </li> <li><b>3. The Basics: Image &amp; Engagement</b> <ol style="list-style-type: none"> <li>a) Grow our service offering through partnering, collaboration and feedback</li> <li>b) Exploit media and mass communication channels for engagement, feedback and service delivery</li> <li>c) Leverage the Garda Brand and Image</li> </ol> </li> </ol>
EP4	Inspire trust & confidence through Great Garda Public Service Stewardship <hr/> <b>Our Garda Core</b> <hr/>	<ol style="list-style-type: none"> <li>1. Garda Public Service Stewardship Framework (PSSF)</li> </ol>	<ol style="list-style-type: none"> <li>1. Divisional Garda PSSF developed and published</li> <li>2. Divisional Management Leadership Team actively promoting and driving the Garda PSSF</li> <li>3. Garda PSSF is communicated to and influencing 100% of staff</li> </ol>	<ol style="list-style-type: none"> <li><b>1. Implement our Garda PSSF</b> <ol style="list-style-type: none"> <li>a) Duty execution &amp; behaviours grounded on integrity, inclusivity and respectfulness</li> <li>b) Culture realignment – identifying adaptive challenges, framing key performance questions and driving exploratory learning around culture, public value creation and public service stewardship</li> <li>c) Risk mitigation and solution co-creation through networked collaborative leadership</li> </ol> </li> </ol>

	Objective	KP Measure	Targeted Result	Strategic Initiatives & Key Support Actions
EP4.1	Inspire trust and confidence through Operations Leadership	<ol style="list-style-type: none"> <li>1. Consistent Garda PSSF Values Messaging</li> <li>2. Risk Based Performance Leadership</li> <li>3. Key Priorities Focus</li> <li>4. Leader direction and standard setting.</li> <li>5. Networked cooperation &amp; collaboration</li> </ol>	<ol style="list-style-type: none"> <li>1.1 Garda PSSF underpins 100% of operational behaviours</li> <li>2.1 All Investigations assessed and assigned to appropriate professional capability, based on risk &amp; challenge</li> <li>3.1 Superintendents key priorities published each roster period (10 weeks)</li> <li>3.2 Quality intelligence informing decision making and resource allocation</li> <li>4.1 District Officer's Operational Orders driving and managing operations</li> <li>5.1 Multi agency staffs engaging and collaborating to deliver public value</li> </ol>	<ol style="list-style-type: none"> <li>1. <b>Exemplary &amp; Adaptive Leadership: Garda Leaders -</b> <ol style="list-style-type: none"> <li>a) Maximising their moral, personal and rank enabled authority and influence to achieve through others</li> <li>b) Using their formal and personal leadership position and influence to deliver structure, order, standards and set performance expectations</li> <li>c) Identifying and surfacing emerging external threats</li> <li>d) Exposing conflict and creating space for conflict resolution and innovation</li> <li>e) Challenging existing norms that are inhibiting operational effectiveness</li> <li>f) Making the case for change and adaptation</li> <li>g) Promoting explicitly the value of executing our Performance Leadership and Front Line Leadership Cycle consistently at every level</li> <li>h) Exploit ANPR System for prevention and safety purposes</li> <li>i) Implement the PURPLE FLAG Initiative across the Division</li> </ol> </li> </ol>

	Objective	KP Measure	Targeted Result	Strategic Initiatives & Key Support Actions
EP4.2	Inspire trust and confidence through Empowering Teamwork	<ol style="list-style-type: none"> <li>1. Visible Team Leadership at every level</li> <li>2. Cross Unit Operational teaming</li> <li>3. Team initiative, commitment and resilience</li> <li>4. Prevention &amp; Protection focussed, Multi-Agency Teaming</li> </ol>	<ol style="list-style-type: none"> <li>1.1 Leaders setting standards and leading by example</li> <li>2.1 Team recognition &amp; support process deployed by 30<sup>th</sup> of June.</li> <li>3.1 Cross team commitment driving consistent quality and work delivery.</li> <li>3.2 Complex and recurring policing challenges resolution process deployed</li> <li>4.1 Multi-Agency Teaming deployed at Operational at Frontline and Senior levels</li> </ol>	<ol style="list-style-type: none"> <li>1. <b>Team Dynamics &amp; Teamwork -</b> <ol style="list-style-type: none"> <li>a) Make strategy execution a cross functional team game</li> <li>b) Develop enhanced team reward and recognition programme</li> <li>c) Policing Plan targets delivered through collaborative team-working</li> <li>d) Team driven work flow continuity and business capacity around community safety, community resilience &amp; spirit and service excellence</li> <li>e) Use cross functional teaming to exploit individual skills and competencies and to improve staff motivation and contribution</li> </ol> </li> </ol>
EP4.3	Inspire trust and confidence through Performance Accountability	<ol style="list-style-type: none"> <li>1. Performance and Accountability Framework</li> <li>2. Divisional Frontline Leadership Cycle</li> <li>3. Individual accountability</li> <li>4. Management Accountability</li> <li>5. Risk and Threat Management</li> </ol>	<ol style="list-style-type: none"> <li>1.1 100% compliance with PAF standards</li> <li>2.1 100% implementation in each District</li> <li>3.1 100% upfront honest accountability for attendance for duty, task completion and challenged behaviours</li> <li>4.1 100% timely Management feedback to stakeholders</li> <li>5.1 All identified risks and threats managed or mitigated</li> </ol>	<ol style="list-style-type: none"> <li>2. <b>Public Accountability Programme –</b> <ol style="list-style-type: none"> <li>a) PAF policy, Pulse 6.8 and statutory provisions application</li> <li>b) Contemporaneous record making</li> <li>c) Decisional frameworks deployment – statutory and policy</li> <li>d) Timely duty execution imperative</li> <li>e) Transparency to stakeholders</li> <li>f) Risk and threat mitigation &amp; management</li> </ol> </li> </ol>

	Objective	KP Measure	Targeted Result	Strategic Initiatives & Key Support Actions
EP4.4	Inspire trust and confidence through Service Excellence	<ol style="list-style-type: none"> <li>1. Citizen data integrity and security</li> <li>2. Integrity, inclusivity and respectfulness</li> <li>3. Honesty and authenticity</li> <li>4. Excellent public value delivery</li> </ol>	<ol style="list-style-type: none"> <li>1.1 100% integrity, confidentiality and accuracy of citizen information</li> <li>2.1 Dignity and rights of human persons consistently respected and protected</li> <li>3.1 Dependable Garda virtue – ‘my word is my bond’</li> <li>4.1 Planned operations and services delivered within budget</li> <li>4.2 4R Service Standards Framework guiding service development and deployment</li> </ol>	<ol style="list-style-type: none"> <li>1. <b>Citizen/Community Trust and Loyalty</b> <ol style="list-style-type: none"> <li>a) Promote the Garda image and brand</li> <li>b) Prioritise citizen/customer engagement experience</li> <li>c) External focus - optimise our best value to citizen/community</li> <li>d) Grow the Divisional capability to quality assure our data and information management</li> <li>e) Deploy Activity Based Accounting model</li> </ol> </li> </ol>

	Objective	KP Measure	Targeted Result	Strategic Initiatives & Key Support Actions
LG1	Involve, Reward and Develop Garda Staff	<ol style="list-style-type: none"> <li>1. Divisional strategy briefings</li> <li>2. Staff recognition</li> <li>3. Role and job profiles</li> <li>4. Embedded learning</li> <li>5. 'Core job family' skills<sup>1</sup></li> <li>6. CPD training and development</li> </ol>	<ol style="list-style-type: none"> <li>1. All staff briefed and engaged</li> <li>2. 100% performance recognition and support</li> <li>3. 80% of staff exploiting skill sets</li> <li>4. 20% of staff benefiting from embedded development each quarter</li> <li>5. 50% of staff benefited from training in 'core job family' skills each quarter</li> <li>6. 80% of staff benefiting from base line CPD training &amp; 100% of operational staff trained in level 1 and level 2 GISM</li> </ol>	<ol style="list-style-type: none"> <li><b>1. Staff Engagement &amp; Recognition –</b> <ol style="list-style-type: none"> <li>a) Optimise opportunities for staff to contribute &amp; lead.</li> <li>b) Involve, recognise and reward staff performance</li> <li>c) Establish a staff Engagement Forum</li> <li>d) Quarterly Voice of the Employee Survey</li> </ol> </li> <li><b>2. Staff development</b> <ol style="list-style-type: none"> <li>a) Develop work related skills and competencies</li> <li>b) Embed on the job learning through coaching &amp; mentoring</li> <li>c) Promote self development &amp; pride in excellent workmanship</li> </ol> </li> </ol>
LG2	Grow and deploy Garda knowledge & insights	<ol style="list-style-type: none"> <li>1. Divisional data analytics</li> <li>2. Information flow to knowledge HUB</li> <li>3. Knowledge and information networks</li> <li>4. Internal database and open source data mining</li> </ol>	<ol style="list-style-type: none"> <li>1. Information hub staff trained in analytics</li> <li>2. All staff contributing to HUB data and information flow</li> <li>3. All network parties delivering data and information to HUB</li> <li>4. HUB delivering real time products and profiles to decision makers</li> </ol>	<ol style="list-style-type: none"> <li><b>1. Information &amp; Knowledge Capital –</b> <ol style="list-style-type: none"> <li>a) Develop, integrate and exploit knowledge banks and insights</li> <li>b) Networked cross functional knowledge flow and sharing</li> <li>c) Exploit PULSE, Portal and related data banks to drive effectiveness</li> <li>d) Deliver enabling JIT job related knowledge &amp; information in user friendly manner – templates, profiles, job tips, how to guide.</li> </ol> </li> </ol>

<sup>1</sup> Skills and competencies essential to successful delivery of identified core duties essential for the successful delivery of our policing strategy – prisoner management, suspect interviewing, counter service, command and control, team leadership, incident management.

	Objective	KP Measure	Targeted Result	Strategic Initiatives & Key Support Actions
LG3	Align & deploy enabling resources for best value delivery	<ol style="list-style-type: none"> <li>1. Operational plans aligned with strategic priorities (CC1, CC2, CC3)</li> <li>2. Align our teams and budgets to our strategic priorities (CC1, CC2, CC3)</li> <li>3. 'Right first time' performance and service culture</li> <li>4. Change Leadership</li> </ol>	<ol style="list-style-type: none"> <li>1. District Operational Orders and prevention action plans aligned with strategic priorities</li> <li>2. Operational teams, resources and budgets aligned to deliver strategic priorities (CC1, CC2, CC3)</li> <li>3. 85% of operational tasks and service delivery quality assured at individual and team level (Right 1<sup>st</sup> time – EP3)</li> <li>4. Strategic change agenda briefings delivered to all staff by 30<sup>th</sup> of June</li> </ol>	<b>1. Capability Realignment -</b> <ol style="list-style-type: none"> <li>a) Align Leader priorities and behaviours with strategy priorities</li> <li>b) Align teams &amp; resources to drive operations and value delivery</li> <li>c) Optimise the business process capabilities of the available ICT and scientific platforms</li> <li>d) Automate operational planning, briefing and performance feedback process via Portal</li> <li>e) Drive out waste through critical work stream realignment.</li> </ol>

## Our Creative Corner - poetic reflections on life and living from a century ago...

### The Wayfarer

*The beauty of the world hath made me sad,  
This beauty that will pass;  
Sometimes my heart hath shaken with great  
joy  
To see a leaping squirrel in a tree,  
Or a red lady-bird upon a stalk,  
Or little rabbits in a field at evening,  
Lit by a slanting sun,  
Or some green hill where shadows drifted by  
Some quiet hill where mountainy man hath  
sown  
And soon would reap; near to the gate of  
Heaven;  
Or children with bare feet upon the sands  
Of some ebb'd sea, or playing on the streets  
Of little towns in Connacht,  
Things young and happy.  
And then my heart hath told me:  
These will pass,  
Will pass and change, will die and be no more,  
Things bright and green, things young and  
happy;  
And I have gone upon my way  
Sorrowful*

**P H Pearse**

### Easter, 1916

- extract ...

*Too long a sacrifice  
Can make a stone of the heart.  
O when may it suffice?  
That is Heaven's part, our part  
To murmur name upon name,  
As a mother names her child  
When sleep at last has come  
On limbs that had run wild.  
What is it but nightfall?  
No, no, not night but death;  
Was it needless death after all?  
For England may keep faith  
For all that is done and said.  
We know their dream; enough  
To know they dreamed and are dead;  
And what if excess of love  
Bewildered them till they died?  
I write it out in a verse —  
MacDonagh and MacBride  
And Connolly and Pearse  
Now and in time to be,  
Wherever green is worn,  
Are changed, changed utterly:  
A terrible beauty is born.*

**W B Yeats**

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