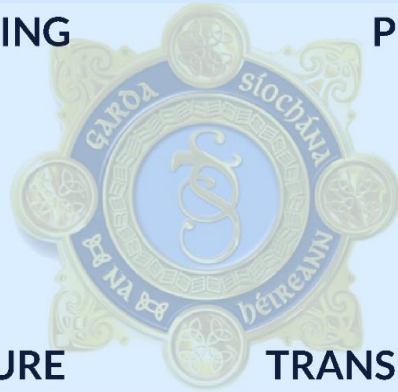


# AN GARDA SÍOCHÁNA

OUR PEOPLE - OUR GREATEST RESOURCE

COMMUNITY  
POLICING

PROTECTING  
PEOPLE



A SECURE  
IRELAND

TRANSFORMING  
OUR SERVICE

A HUMAN RIGHTS FOUNDATION

KEEPING  
PEOPLE SAFE

MISSION & STRATEGY 2019 - 2021

Waterford Divisional Policing Plan 2019

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**Regional Officer's Foreword**

I am pleased to introduce the South Eastern Region Policing Plan 2019, the first of three plans developed in support of the Strategy Statement 2019-2021.

In line with the National Policing Plan, this plan focuses on delivering a victim centred policing service, focussed on keeping people safe, protecting the most vulnerable and providing a consistently high standard of service.

It takes into account the challenges which face An Garda Síochána: Victim service delivery, increased vulnerability of victims, domestic abuse victims, growth and complexity of fraud and cyber-crime and increased and changing demands on Garda time.

The Community Policing, Protecting People and A Secure Ireland sections of the plan outline how we will deliver policing and security services in 2019.

Keeping communities safe at home, on the streets, on our roads and on-line requires the collaboration of the specialist resources at our disposal. Community Gardaí, Crime Prevention Officers, Forensic Investigators, Public Order and Roads Policing Management personnel complete the type of work that supports vulnerable people and offers strength and resilience to our communities.

The Transforming our Services, Our people - Our Greatest Resource and A Human Rights Foundation sections outline how we will provide the best possible policing service underpinned by our obligations under section 42 of the Irish Human Rights and Equality Act 2014.

Our Code of Ethics sets out what you, the public, can expect from us and encompasses the values of the organisation – honesty, integrity, equality and respect - as well as our commitment to protecting human rights.

- How we deliver policing has a direct impact on our communities and will influence the trust and confidence people have in us. How we deliver is as important as what we deliver.
- The Code of Ethics outlines how we will keep people safe. It sets out the standards of behaviour that our communities can expect from us and that Garda members and Garda staff should expect from each other.
- By following the Code of Ethics we will ensure we deliver the best possible service to our communities and each other.
- An Garda Síochána exists to keep people safe. We do this with honesty, integrity, equality and respect, and by upholding fundamental human rights, to make sure that everyone we come into contact can trust and support the service we provide.

I am confident that the ongoing dedication and professionalism of our members will help to ensure that the objectives of these programmes are achieved in this Region and provide a focus on areas which will assist in improving the service delivered to our communities.

Michael Finn

Assistant Commissioner

## Divisional Officer's Foreword

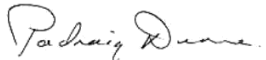
I am pleased to introduce Waterford's Policing Plan for 2019. Our plan takes account of the priorities set out in our National Policing Plan 2019 and the priorities set out by the Minister and the Policing Authority, but it also takes account of the Joint Policing Committee's strategic plan and the contributions made by the JPC, the JPC Sub-Committee and the groups who contribute to that forum. This plan, is therefore very sensitive to the needs and local factors that impinge on the safety and security of our citizens and challenge the spirit and resilience of our communities across Waterford City and County.

The members of An Garda Síochána in Waterford are determined that there can be no safe cover for groups or individuals who seek to intimidate, cause fear or inflict injury or loss on our citizens. We are determined that those who chose to put our Communities in fear are held to account for their actions and are challenged and dealt with in accordance with the rule of law.

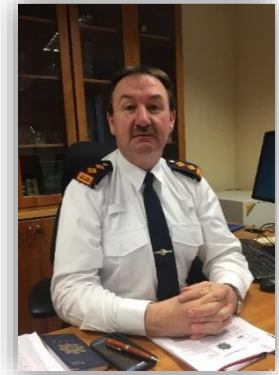
Visibility, Community Policing and Engagement is a key tenant of our policing philosophy and being present and engaged with the Communities we serve provides the bedrock of our policing services in Waterford. We are committed to supporting and working with our Community partners, such as Neighbourhood Watch and Community Alert to limit the opportunities afforded to those who may wish to engage in crime or anti-social behaviour in the Waterford Division. An Garda Síochána is committed to our public service positive duty obligations under section 42 of the Irish Human Rights and Equality Act 2014, which we will address in 2019 through initiatives relating to our diversity and inclusion strategy, hate crime policy and developing our human rights capacity.

I would like to recognise the efforts of the members of staff working for An Garda Síochána in the Waterford Division and especially those who are on the frontline 24 hours a day, 7 days a week. Their flexibility and commitment has in no small way contributed, and continues to contribute, to ensuring that most violent, dangerous and committed criminals are challenged, constrained and stand answerable to the rule of law. I would like to re-iterate the commitments made in our previous policing plans to reduce the level of carnage and death on our roads and the tragedy and heartbreak visited on the victims and families as a result

*Ar scáth a chéile a mhairimid.*

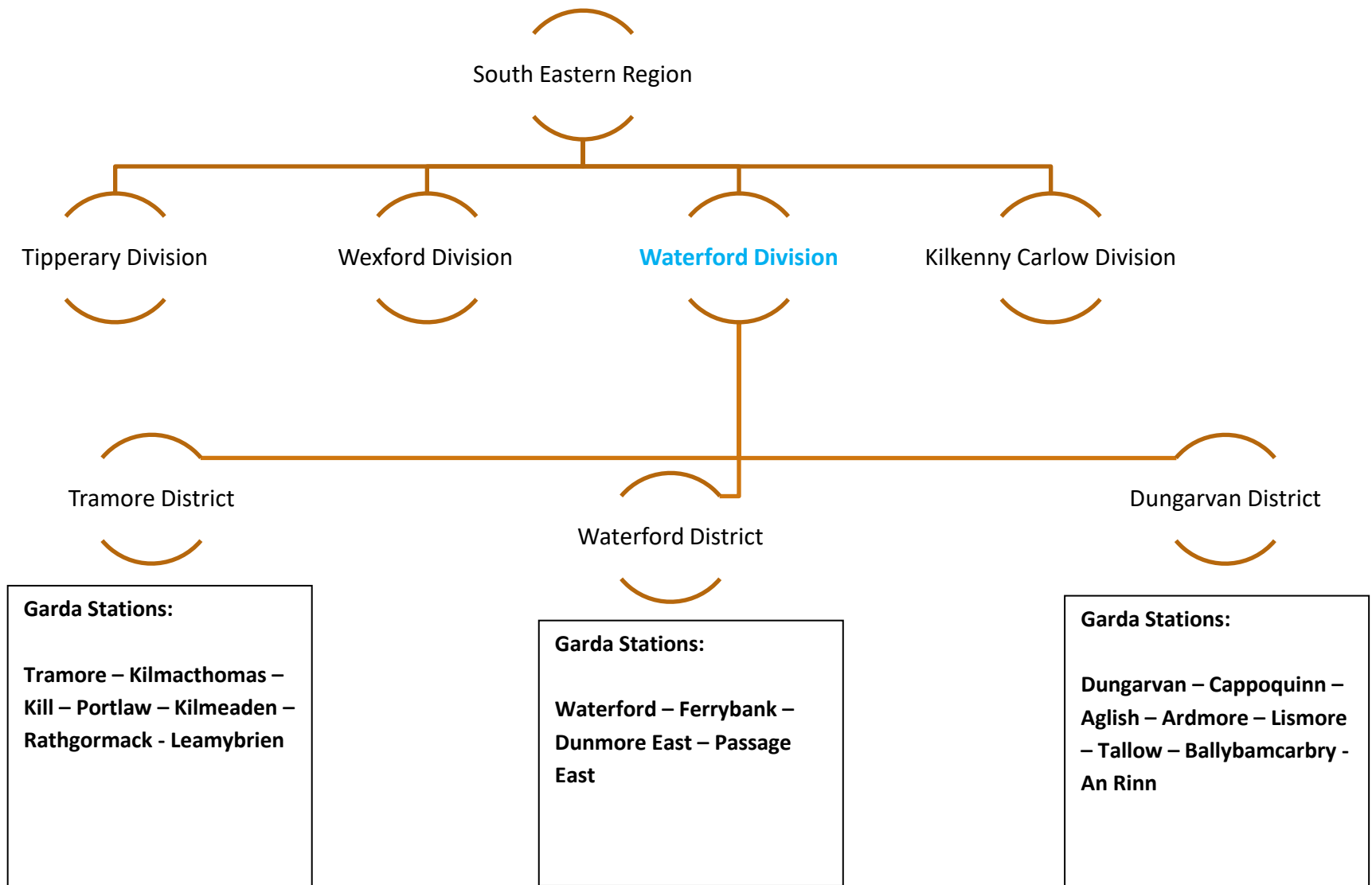


*Padraig Dunne, Chief Superintendent*





Our People & Organisation



**24 hour Stations within the Division**

Station	District & Superintendent	Opening Hours	Telephone
Waterford	Waterford Superintendent Chris Delaney	24/7	051-305300
Tramore	Tramore Superintendent John Mulligan	24/7	
Dungarvan	Dungarvan Superintendent Michael Leacy	24/7	
Kilmacthomas	Tramore Superintendent John Mulligan	24/7	
Lismore	Dungarvan Superintendent Michael Leacy	24/7	
Emergency	112 or 999		
Crimecall			

	Superintendent	Inspector	Sergeant	Garda	Garda Reserve	Exec. Officer	Clerical Officer	Total
Waterford	<u>1</u>	<u>5</u>						
Dungarvan	<u>1</u>	<u>1</u>						
Tramore	<u>1</u>	<u>1</u>						

**We will achieve this by:**




### 1) Community Policing

Engaging with our community partners to ensure delivery of a responsive community focussed service

PAS: Perceive crime as a very serious or serious problem	<b>From 24% to 20%</b>
PAS: Increase Garda visibility	<b>From 35% to 40%</b>
Assault Incidents Reported	<b>-5%</b>

PAS: Perceive that AGS is community focussed	<b>From 61% to 67%</b>
PAS: Satisfaction with service provided to local communities	<b>From 67% to 75%</b>

*\* PAS (Public Attitudes Survey)*

PAS: Perceive that AGS treats all people equally	<b>Establish Baseline</b>
Assault Incidents Detected	

1.1 Engaging with Communities (Inc JPC Engagement)	
<i>Working with the Joint Policing Committee (JPC), Neighbourhood Watch, Business Watch, Hospital Watch and similar fora to identify local community requirements to ensure appropriate policing responses.</i>	
Activities	Outcomes
<p><b>Divisional Activities</b></p> <ul style="list-style-type: none"> <li>The Waterford Division will work with the Waterford JPC to identify and resolve local Policing issues within the Division.</li> <li>The Division will work with the Public Participation Network and the JPC strategic committee to implement the Community Safety Networks within the Division</li> <li>Each District is to host a minimum of two (2) District Neighbourhood Watch/Community Alert/ Text Alert seminars in 2019</li> <li>The Division will host a Divisional Neighbourhood Watch/Community Alert/Text Alert Seminar in 2019</li> <li>The Division will work with the Waterford JPC to expand the use of Neighbourhood Watch/Community Alert/Text Alert schemes in the Waterford Division</li> <li>The Community Policing Team at Waterford will hold three (3) meetings with the Hospital Watch Group in Waterford University Hospital</li> <li>The Division will host a Garda Station Open Day within the Division.</li> <li>The Divisional Management Meeting to be held in each District on two occasions within the year to be followed by a Public Engagement Meeting</li> </ul>	<ul style="list-style-type: none"> <li>Increased satisfaction with An Garda Síochána:                             <ul style="list-style-type: none"> <li>Listen to community concerns</li> <li>Respond to community concerns</li> </ul> </li> <li>Increased trust</li> <li>Increased perception that An Garda Síochána treats people equally</li> <li>Reduced fear of crime</li> <li>Increased feelings of safety</li> <li>Improved perception of An Garda Síochána as:                             <ul style="list-style-type: none"> <li>Helpful</li> <li>Community focussed</li> <li>Managing crime locally &amp; nationally</li> </ul> </li> <li>Increased perception An Garda Síochána treats all people equally</li> <li>Increased visibility</li> </ul>

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**1.2 Engaging with minorities and other vulnerable groups (including Hate Crime)**

*Working proactively with minority and vulnerable communities to ensure all persons requiring policing services feel comfortable accessing them, particularly those impacted by hate crimes/bias motivated crimes.*

Activities	Outcomes
<p><b>Divisional Activities</b></p> <ul style="list-style-type: none"> <li>• Each District Community Policing team will conduct one (1) visit per quarter with Refugee reception centres</li> <li>• The Immigration team will report any persons suspected of being subjects of Human Trafficking to the Detective Inspector at Waterford for investigation</li> <li>• Each District Officer will review every incident associated with Hate crime and ensure that they are fully investigated</li> <li>• Each District Officer will ensure a victim assessment is completed for each incident associated with Hate Crime and that the appropriate supports are put in place for the victim</li> <li>• Waterford Division to work with the Waterford JPC in establishing ongoing liaison with minority groups for the purpose of addressing issues of concern.</li> <li>• Each District Officer will host one (1) seminar with representative groups from our minority communities</li> <li>• Sufficient number of Ethnic Liaison Officers trained in each District</li> </ul>	<ul style="list-style-type: none"> <li>• Increased satisfaction with An Garda Síochána:                             <ul style="list-style-type: none"> <li>◦ Listen to community concerns</li> <li>◦ Respond to community concerns</li> </ul> </li> <li>• Increased trust</li> <li>• Increased perception that An Garda Síochána treats people equally</li> <li>• Reduced fear of crime</li> <li>• Increased feelings of safety</li> <li>• Improved perception of An Garda Síochána as:                             <ul style="list-style-type: none"> <li>◦ Helpful</li> <li>◦ Community focussed</li> <li>◦ Managing crime locally &amp; nationally</li> </ul> </li> <li>• Increased perception An Garda Síochána treats all people equally</li> <li>• Increased visibility</li> </ul>

1.3 Anti-Social Behaviour, Public Order & High Visibility Policing	
<i>The Waterford Division will target the issue of Anti Social Behaviour and Public Order through High Visibility Targetted policing responses aimed at recidivist offenders and public order hotspots..</i>	
Activities	Outcomes
<p><b>Divisional Activities</b></p> <ul style="list-style-type: none"> <li>• Each District Officer will create a Standard Operating Policing Order for areas and times of Public Order and Anti-Social Behaviour. The order will standardise the policing response within the District.</li> <li>• Recidivist offenders to be identified and managed in accordance with all available legislation available to An Garda Síochána, i.e. Public Order, Exclusion Orders, ASBO's</li> <li>• Waterford Division will work closely with external stakeholders such as PURPLE Flag, CCMG and Waterford City Safe with a view to reducing the incidents of Public Order and Anti Social Behaviour</li> <li>• Each operational frontline Garda to be aligned with an operational Community Policing Sector under the Sectoral Area Policing model.</li> <li>• Waterford District to liaise and work with the Waterford Institute of Technology and the Students Union to provide an appropriate policing response, including education and engagement in residential estates.</li> <li>• Each District will host quarterly meetings with local Business Groups, including vintners representative bodies and Chamber of Commerce</li> </ul>	<ul style="list-style-type: none"> <li>• Increased satisfaction with An Garda Síochána:                         <ul style="list-style-type: none"> <li>◦ Listen to community concerns</li> <li>◦ Respond to community concerns</li> </ul> </li> <li>• Increased trust</li> <li>• Reduced fear of crime</li> <li>• Increased feelings of safety</li> <li>• Improved perception of An Garda Síochána as:                         <ul style="list-style-type: none"> <li>◦ Community focussed</li> <li>◦ Managing crime locally &amp; nationally</li> </ul> </li> <li>• Increased visibility</li> </ul>

1.4 Victim Support	
<i>An Garda Síochána in Waterford will provide a world class service in relation to victims of crime, placing them at the centre of our policing philosophy. The Waterford Division will implement the EU charter on victims rights and legislation in relation to the rights of victims</i>	
Activities	Outcomes
<p><b>Divisional Activities</b></p> <ul style="list-style-type: none"> <li>• The Divisional Victim Support Office will provide each victim of crime with information pertaining to their incidents, including the PULSE number of their incident and information perataing to the being a victim of crime</li> <li>• Each District Officer will ensure that at least 40% of victims of Domestic Violence or Sexual Crime will receive an in person contact from the investigating member within 7 days and a further contact within 1 month of reporting their incident.</li> <li>• Each District Officer will ensure that a victim of crime assessment is completed for each victim of crime within 3 days of reporting for at least 85% of cases</li> <li>• Each District Officer is to complete the Superintendents Considerations for victims of crime identified</li> <li>• Each District is to ensure that engagements with victims of crime is fully recorded on the victim engagement tab in PULSE</li> </ul>	<ul style="list-style-type: none"> <li>• Increased satisfaction with An Garda Síochána:                             <ul style="list-style-type: none"> <li>◦ Listen to community concerns</li> <li>◦ Respond to community concerns</li> </ul> </li> <li>• Increased trust</li> <li>• Increased perception that An Garda Síochána treats people equally</li> <li>• Reduced fear of crime</li> <li>• Increased feelings of safety</li> <li>• Improved perception of An Garda Síochána as:                             <ul style="list-style-type: none"> <li>◦ Helpful</li> <li>◦ Community focussed</li> <li>◦ Managing crime locally &amp; nationally</li> </ul> </li> </ul>

1.5 Missing Persons	
<i>An Garda Siochana in Waterford will ensure that every reported "High Risk" missing person is appropriately mangaged and investigated</i>	
Activities	Outcomes
<p><b>Divisional Activities</b></p> <ul style="list-style-type: none"> <li>• Each District Officer to review Missing Person cases in accordance with policy</li> <li>• Each Missing Person case to be risk assessed and investigated accordingly</li> <li>• Each District is to ensure a process is in place for the orderly management and handover of Missing Person cases on an ongoing basis.</li> <li>• Fully utilise the Garda PORTAL for the investigation of Missing Person cases.</li> </ul>	<ul style="list-style-type: none"> <li>• All missing Persons Cases reviewed and investigated in accordance with policy</li> <li>• Improved perception of An Garda Síochána as:                             <ul style="list-style-type: none"> <li>◦ Managing crime locally &amp; nationally</li> <li>◦ Providing a first class service to all our victims</li> </ul> </li> </ul>

1.7 Children and Young People (excluding Juvenile Diversion)	
<i>An Garda Síochána will work through our strategic partners</i>	
Activities	Outcomes
<p><b>Divisional Activities</b></p> <ul style="list-style-type: none"> <li>• <b>A Community/Sectoral Engagement Garda to be assigned to every school within the Division</b></li> <li>• <b>Each District will ensure the delivery of the Garda Schools Programme to Primary and Secondary Schools in the Division</b></li> <li>• <b>The Division will work with our strategic partners in the JPC to engage with youth organisations such as Comhairle na nÓg.</b></li> <li>• <b>A liaison Garda to be assigned to the Waterford Institute of Technology</b></li> <li>• <b>Waterford District to ensure that quarterly campus watch meetings are held.</b></li> </ul>	<ul style="list-style-type: none"> <li>• Increased satisfaction with An Garda Síochána:                             <ul style="list-style-type: none"> <li>◦ Listen to community concerns</li> <li>◦ Respond to community concerns</li> </ul> </li> <li>• Increased trust</li> <li>• Increased perception that An Garda Síochána treats people equally</li> <li>• Reduced fear of crime</li> <li>• Increased feelings of safety</li> <li>• Improved perception of An Garda Síochána as:                             <ul style="list-style-type: none"> <li>◦ Helpful</li> <li>◦ Community focussed</li> <li>◦ Managing crime locally &amp; nationally</li> </ul> </li> <li>• Increased perception An Garda Síochána treats all people equally</li> <li>• Increased visibility</li> </ul>

<b>1.8 Garda Reserve Utilisation</b>
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<p><i>An Garda Síochána in Waterford will encourage our citizens to engage and contribute to the policing of their local communities by joining the Garda Reserve. We will engage with our reserve members to ensure that their time and commitment is fully utilised in a meaningful way</i></p>	
Activities	Outcomes
<p><b>Divisional Activities</b></p> <ul style="list-style-type: none"> <li>• Each District will host one Garda Reserve recruitment day</li> <li>• Each District will engage with each Reserve to ensure that they are utilised for the policing of significant events and public order hotspots.</li> <li>• Each District will hold a Reserve Garda Briefing at least once every six months.</li> </ul>	<ul style="list-style-type: none"> <li>• Increased numbers of Garda Reserve members within the Division</li> <li>• Each Garda Reserve completing the maximum number of service hours required</li> </ul>

## 2) Protecting People

An Garda Síochána will endeavour to protect our citizens from crime and keep our roads safe.

Activities outlined on the following pages support us in realising the following outcomes, set out in the national policing plan:

Burglary Incidents	↔	Burglary Detections	↑	Sexual Crime Reports	↑
Robbery Incidents	↔	Robbery Detections	↑	Sexual Crime Detections	↑
Assault Incidents	-5%	Assault Detections	↑	Drugs Detections	↑
PAS: Increase victim satisfaction	<b>From 57% to 65%</b>	PAS: People saying that crime doesn't impact on quality of life	<b>From 61% to 75%</b>	PAS: Opinion on ability of AGS to tackle crime	<b>From 57% to 60%</b>
Road Deaths	↓	Serious Injuries	↓	Seat Belt Detections	+10%
Speeding Detections	+10%	MIT Breath Tests	+10%	Mobile Phone Detections	+10%

We will achieve this by:

2.1 Crime Prevention	
Reduce the incidence of crime through education, awareness and community collaboration	
Activities	Outcomes
<p><b>Divisional Activities</b></p> <ul style="list-style-type: none"> <li>• Each District will host a Community Crime Prevention workshop per quarter</li> <li>• Each District will host 2 Business Crime Prevention Seminar in the year</li> <li>• The Divisional Management Meeting to be held in each District on two occasions within the year to be followed by a Public Engagement Meeting</li> <li>• Divisional Management will engage with the Waterford Joint Policing Committee to promote and develop the Crime Prevention role</li> <li>• An Garda Síochána will work with the PPN and the JPC to develop Community Safety Networks</li> <li>• Implement National Crime Prevention &amp; Reduction Strategy initiatives as communicated by CEPS</li> </ul>	<ul style="list-style-type: none"> <li>• Increased satisfaction with An Garda Síochána:                             <ul style="list-style-type: none"> <li>◦ Listen to community concerns</li> <li>◦ Respond to community concerns</li> </ul> </li> <li>• Increased trust</li> <li>• Increased perception that An Garda Síochána treats people equally</li> <li>• Reduced fear of crime</li> <li>• Increased feelings of safety</li> <li>• Improved perception of An Garda Síochána as:                             <ul style="list-style-type: none"> <li>◦ Helpful</li> <li>◦ Community focussed</li> <li>◦ Managing crime locally &amp; nationally</li> </ul> </li> </ul>

2.2 Offender Management & Recidivism (including Juvenile Diversion & SAOR)	
<i>Waterford Gardai will continue to engage with out statutory stakeholders to divert adults and young persons away from crime and toward active citizenship</i>	
Activities	Outcomes
<p><b>Divisional Activities</b></p> <ul style="list-style-type: none"> <li>• Each District will ensure that quarterly engagement meetings are held with Divisional Juvenile Diversion Schemes</li> <li>• Juvenile Liaison Officers to engage fully in criminal justice system</li> <li>• Each District Officer to ensure that JLO process is fully examined and all incidents involving Juvenile offenders is processed to a conclusion</li> <li>• JARC system to be fully supported by the Divisional Management Team and managed through D/Inspector at Waterford</li> <li>• JARC scheme to be fully subscribed to at all times.</li> </ul>	<ul style="list-style-type: none"> <li>• Decreased number of recidivist criminal activity within the Division</li> <li>• Number of young persons engaging in recidivist criminal activity reduced</li> <li>• Reduction in overall crime levels</li> <li>• Reduced fear of crime</li> <li>• Increased feelings of safety</li> </ul>



2.3 Investigation and Detection (Burglary, Robbery and Volume Crime)	
<i>Waterford Division is determined to reduce the occurrence of crime and to hold those who engage in crime fully to account for their actions</i>	
Activities	Outcomes
<p><b>Divisional Activities</b></p> <ul style="list-style-type: none"> <li>• Each District will ensure that all incidents of Burglary, Robbery or Volume Crime is fully investigated and managed through the PAF/IMS</li> <li>• D/Insp Waterford to host bi-monthly Crime Management Seminars with District Detective Teams</li> <li>• 95% of prisoners detained under Legislation for the offences of Burglary, Robbery, Thefts or Serious crime to have DNA samples taken.</li> <li>• Each District to hold a “Day of Action” aimed at targeting Burglary, Robbery and Volume Crime under Operation THOR</li> <li>• Recidivist Criminals targeted for restrictive bail conditions</li> <li>• All suspects subject to Bail conditions to be risk assessed and monitored in accordance with those conditions.</li> <li>• Implementation of national assault reduction plan initiatives</li> </ul>	<ul style="list-style-type: none"> <li>• Increased satisfaction with An Garda Síochána:                             <ul style="list-style-type: none"> <li>◦ Listen to community concerns</li> <li>◦ Respond to community concerns</li> </ul> </li> <li>• Increased trust</li> <li>• Increased perception that An Garda Síochána treats people equally</li> <li>• Reduced fear of crime</li> <li>• Increased feelings of safety</li> <li>• Improved perception of An Garda Síochána as:                             <ul style="list-style-type: none"> <li>◦ Helpful</li> <li>◦ Community focussed</li> <li>◦ Managing crime locally &amp; nationally</li> </ul> </li> <li>• Increased perception An Garda Síochána treats all people equally</li> <li>• Increased visibility</li> </ul>

2.4 Controlled Drugs	
<i>The Division will prioritise the targeting of prolific drug use, including the sale and supply of drugs and the social consumption of illegal drugs.</i>	
Activities	Outcomes
<p><b>Divisional Activities</b></p> <ul style="list-style-type: none"> <li>• Within the availability of resources, the Division will increase the capacity within our Divisional Drugs Units</li> <li>• Divisional Drugs Units will target the sale and supply of illegal drugs within the Waterford Division</li> <li>• Drugs Units will form an integral part of the Divisional Crime investigation teams</li> <li>• Drugs Teams will identify individuals whose assets are suitable for examination under proceeds of crime legislation</li> <li>• All major events in Waterford will be risk assessed to determine their exposure for the sale or supply of illegal drugs and the policing response will be resourced appropriately.</li> <li>• Each District will liaise with local operators in the Night Time and social economy with a view to curbing the availability of illegal drugs in that environment.</li> <li>• Each search executed under warrant will be reviewed to ensure compliance with the Garda Policy on Covert Human Intelligence Sources (CHIS)</li> </ul>	<ul style="list-style-type: none"> <li>• Increase in the number of Section 3 and Section 15 Misuse of Drugs Act detections</li> <li>• Increase in the number of staff allocated to Drugs Units within the Division</li> <li>• Increased satisfaction with An Garda Síochána:                         <ul style="list-style-type: none"> <li>◦ Listen to community concerns</li> <li>◦ Respond to community concerns</li> </ul> </li> <li>• Increased trust</li> <li>• Increased perception that An Garda Síochána treats people equally</li> <li>• Reduced fear of crime</li> <li>• Increased feelings of safety</li> </ul>





<i>Waterford Garda will provide a robust and responsive service to victims of Domestic Violence.</i>	
Activities	Outcomes
<p><b>Divisional Activities</b></p> <ul style="list-style-type: none"> <li>• All Domestic incidents will be fully investigated and where possible prosecutions initiated in accordance with the Garda Policy on the Investigation of Domestic Incidents</li> <li>• Responding Gardaí will utilise a power of arrest at scene of Domestic Violence incidents where one exists in the absence of enforceable orders</li> <li>• All Domestic Incidents or incidents with a Domestic Motive will be reviewed by each District Officer and the appropriate supports provided to the victim</li> <li>• Victims of a Domestic Incident will receive an “in Person” call back from the investigating member within 7 days for a minimum of 40% of incidents</li> <li>• Recidivist patterns of Domestic Abuse to be monitored by DPSU and victims supported in the absence of enforcement actions.</li> </ul>	<ul style="list-style-type: none"> <li>• Increased satisfaction with An Garda Síochána:             <ul style="list-style-type: none"> <li>◦ Listen to community concerns</li> <li>◦ Respond to community concerns</li> </ul> </li> <li>• Increased trust</li> <li>• Increased perception that An Garda Síochána treats people equally</li> <li>• Reduced fear of crime</li> <li>• Increased feelings of safety</li> <li>• Improved perception of An Garda Síochána as:             <ul style="list-style-type: none"> <li>◦ Helpful</li> <li>◦ Community focussed</li> <li>◦ Managing crime locally &amp; nationally</li> </ul> </li> </ul>

2.8 Sexual Offences	
<i>The Waterford Division will continue to encourage victims of crime to report Sexual Offences. The Division will continue to fully investigate all Sexual Offence Incidents.</i>	
Activities	Outcomes
<p><b>Divisional Activities</b></p> <ul style="list-style-type: none"> <li>• Each District Officer to risk assess each Sexual Offence incident to establish the appropriateness of the incident being managed and investigated by the Divisional Protective Services Unit</li> <li>• DPSU to provide support to local investigation teams investigating low risk Sexual Offence Incidents</li> <li>• The Division will ensure that the appropriate capabilities and capacity is available to the DPSU to ensure the effective investigation of all Sexual Offence incidents</li> <li>• All Juvenile Victims of Sexual Crime will be interviewed by Specialist Interviewers</li> <li>• Each District Officer to review Sexual Crimes on a quarterly basis as per policy</li> <li>• Each District is to ensure that engagements with victims of sexual crime is fully recorded on the victim engagement tab in PULSE</li> </ul>	<ul style="list-style-type: none"> <li>• Increased satisfaction with An Garda Síochána:                             <ul style="list-style-type: none"> <li>◦ Listen to community concerns</li> <li>◦ Respond to community concerns</li> </ul> </li> <li>• Increased trust</li> <li>• Increased perception that An Garda Síochána treats people equally</li> <li>• Reduced fear of crime</li> <li>• Increased feelings of safety</li> <li>• Improved perception of An Garda Síochána as:                             <ul style="list-style-type: none"> <li>◦ Helpful</li> <li>◦ Community focussed</li> <li>◦ Managing crime locally &amp; nationally</li> </ul> </li> <li>• Increased perception An Garda Síochána treats all people equally</li> <li>• Increased visibility</li> </ul>

2.9 Reducing Incidents of Assault	
Reduce the level of assault incidents by 5% and maintain current detection rate	
Activities	Outcomes
<p><b>Divisional Activities</b></p> <ul style="list-style-type: none"> <li>• Each Assault incident is to be reviewed by a Supervisory Sergeant with a view to identifying offenders and prosecute if appropriate.</li> <li>• Each Assault incident is to be managed in accordance with IMS/PULSE 7.3</li> <li>• Each District Officer is to fully utilise the use of Bail Laws in relation to those charged with serious assaults or those recidivist offenders who engage in this behaviour.</li> <li>• The Divisional Victim Support Officer to contact each victim of assault with a view to encouraging them to make statements pertaining to their crimes and providing them with the appropriate victim support.</li> <li>• Each District Officer is to encourage an immediate “pro-arrest” policy in relation to Section 3 and Section 4 of the Non Fatal Offences Against the Person Act</li> <li>• All suspects subject to Bail conditions to be risk assessed and monitored in accordance with those conditions.</li> </ul>	<ul style="list-style-type: none"> <li>• Reduction in assaults of 5%</li> <li>• Maintenance of detection rates in relation to Assault incidents</li> <li>• Increased satisfaction with An Garda Síochána:                             <ul style="list-style-type: none"> <li>◦ Listen to community concerns</li> <li>◦ Respond to community concerns</li> </ul> </li> <li>• Increased trust</li> <li>• Reduced fear of crime</li> <li>• Increased feelings of safety</li> <li>• Improved perception of An Garda Síochána as:                             <ul style="list-style-type: none"> <li>◦ Community focussed</li> <li>◦ Managing crime locally &amp; nationally</li> </ul> </li> <li>• Increased visibility</li> </ul>

2.10 Victim Support	
<i>An Garda Síochána in Waterford will provide a world class service in relation to victims of crime, placing them at the centre of our policing philosophy. The Waterford Division will implement the EU charter on victims rights and legislation in relation to the rights of victims</i>	
Activities	Outcomes
<p><b>Divisional Activities</b></p> <ul style="list-style-type: none"> <li>• The Divisional Victim Support Office will provide each victim of crime with information pertaining to their incidents, including the PULSE number of their incident and information pertaining to being a victim of crime</li> <li>• Each District Officer will ensure that victims of Domestic Violence or Sexual Crime will receive a personal contact from the investigating member within 7 days and a further contact within 1 month of reporting their incident.</li> <li>• Each District Officer will ensure that a victim of crime assessment is completed for each victim of crime</li> <li>• Each District Officer is to complete the Superintendents Considerations for victims of crime identified as high risk</li> <li>• Each District is to ensure that engagements with victims of crime is fully recorded on the victim engagement tab in PULSE</li> </ul>	<ul style="list-style-type: none"> <li>• Increased satisfaction with An Garda Síochána:                             <ul style="list-style-type: none"> <li>◦ Listen to community concerns</li> <li>◦ Respond to community concerns</li> </ul> </li> <li>• Increased trust</li> <li>• Increased perception that An Garda Síochána treats people equally</li> <li>• Reduced fear of crime</li> <li>• Increased feelings of safety</li> <li>• Improved perception of An Garda Síochána as:                             <ul style="list-style-type: none"> <li>◦ Helpful</li> <li>◦ Community focussed</li> <li>◦ Managing crime locally &amp; nationally</li> </ul> </li> </ul>

2.11 Missing Persons	
<i>An Garda Síochána in Waterford will ensure that every reported “High Risk” missing person is appropriately managed and investigated</i>	
Activities	Outcomes
<p><b>Divisional Activities</b></p> <ul style="list-style-type: none"> <li>• Each District Officer to review Missing Person cases in accordance with policy</li> <li>• Each Missing Person case to be risk assessed and investigated accordingly</li> <li>• Each District is to ensure a process is in place for the orderly management and handover of Missing Person cases on an ongoing basis.</li> </ul>	<ul style="list-style-type: none"> <li>• All missing Persons Cases reviewed and investigated in accordance with policy</li> <li>• Improved perception of An Garda Síochána as:                             <ul style="list-style-type: none"> <li>◦ Managing crime locally &amp; nationally</li> </ul> </li> </ul>



<ul style="list-style-type: none"> <li>• Fully utilise the Garda PORTAL for the investigation of Missing Person cases.</li> </ul>	<ul style="list-style-type: none"> <li>◦ Providing a first class service to all our victims</li> </ul>
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2.12 Children and Young People (excluding Juvenile Diversion)	
<i>An Garda Síochána will work through our strategic partners</i>	
Activities	Outcomes
<p><b>Divisional Activities</b></p> <ul style="list-style-type: none"> <li>• A Community/Sectoral Engagement Garda to be assigned to every school within the Division</li> <li>• Each District will ensure the delivery of the Garda Schools Programme to Primary and Secondary Schools in the Division</li> <li>• The Division will work with our strategic partners in the JPC to engage with youth organisations such as Comhairle na nÓg.</li> <li>• A liaison Garda to be assigned to the Waterford Institute of Technology</li> <li>• Waterford District to ensure that quarterly campus watch meetings are held.</li> </ul>	<ul style="list-style-type: none"> <li>• Increased satisfaction with An Garda Síochána:             <ul style="list-style-type: none"> <li>◦ Listen to community concerns</li> <li>◦ Respond to community concerns</li> </ul> </li> <li>• Increased trust</li> <li>• Increased perception that An Garda Síochána treats people equally</li> <li>• Reduced fear of crime</li> <li>• Increased feelings of safety</li> <li>• Improved perception of An Garda Síochána as:             <ul style="list-style-type: none"> <li>◦ Helpful</li> <li>◦ Community focussed</li> <li>◦ Managing crime locally &amp; nationally</li> </ul> </li> <li>• Increased perception An Garda Síochána treats all people equally</li> <li>• Increased visibility</li> </ul>

2.13 Road Safety Education & Awareness	
<i>Education and Awareness of Road Safety is a key pillar in creating safer roads</i>	
Activities	Outcomes
<p><b>Divisional Activities</b></p> <ul style="list-style-type: none"> <li>• <b>The Division will work with the Waterford City and County Council, the JPC and the RSA to provide road safety awareness training in Waterford’s 2<sup>nd</sup> and 3<sup>rd</sup> Level Institutions.</b></li> <li>• <b>The Road Safety Team in Waterford will deliver the “it won’t happen to me” programme to Secondary Schools in Waterford</b></li> <li>• <b>The Divisional Roads Policing Team will utilise public engagement forums, such as Local Radio, to deliver road safety information</b></li> </ul>	<ul style="list-style-type: none"> <li>• Increased satisfaction with An Garda Síochána:                             <ul style="list-style-type: none"> <li>◦ Listen to community concerns</li> <li>◦ Respond to community concerns</li> </ul> </li> <li>• Increased trust</li> <li>• Increased perception that An Garda Síochána treats people equally</li> <li>• Reduced fear of crime</li> <li>• Increased feelings of safety</li> <li>• Improved perception of An Garda Síochána as:                             <ul style="list-style-type: none"> <li>◦ Helpful</li> <li>◦ Community focussed</li> <li>◦ Managing crime locally &amp; nationally</li> </ul> </li> <li>• Increased perception An Garda Síochána treats all people equally</li> <li>• Increased visibility</li> </ul>

2.14 Enforcement Activities (including the National Roads Policing Operations Plan)	
<i>Reduce collisions, road deaths and serious injuries through enforcement and awareness.</i>	
Activities	Outcomes
<p><b>Divisional Activities</b></p> <ul style="list-style-type: none"> <li>• Each District will ensure that Mandatory Intoxication Testing (MIT) checkpoints are scheduled on a daily basis and on each Weekend.</li> <li>• All MIT Checkpoints to be risk assessed to ensure that their time and location is providing the most effective use of Roads Policing Resources</li> <li>• Each District is to provide a Monthly Roads Policing Operations order which will take account of the National Roads Policing Unity Operations Plan</li> <li>• Each District to ensure that frontline operational units are contributing to lifesaver offences and roads policing operations</li> <li>• Divisional Roads Policing Unit will conduct at least one Multi- Agency Checkpoint per quarter</li> <li>• MIT Checkpoints are subject to a robust Supervisory oversight in the following fashion                         <ul style="list-style-type: none"> <li>◦ Sergeants to inspect MITs on a daily basis (once per 24 hours)</li> <li>◦ Inspectors to inspect MITs on a Weekly basis (once per 7 days)</li> <li>◦ District Officer to inspect MITs on a Monthly basis (once per month)</li> <li>◦ Divisional Officer to inspect a MIT on a quarterly basis (once per quarter)</li> </ul> </li> <li>• Two Super MITs to be scheduled for the Division each weekend (alternate Districts) utilising Divisional and District resources</li> <li>• Divisional Roads Policing and District Teams to deliver on Roads Policing Enforcement Plan</li> <li>• A reduction in the FCN recording delay to less than 16 days on average per month for manually issued FCN records</li> </ul>	<ul style="list-style-type: none"> <li>• Increased satisfaction with An Garda Síochána:                         <ul style="list-style-type: none"> <li>◦ Listen to community concerns</li> <li>◦ Respond to community concerns</li> </ul> </li> <li>• Increased trust</li> <li>• Increased perception that An Garda Síochána treats people equally</li> <li>• Reduced fear of crime</li> <li>• Increased feelings of safety</li> <li>• Improved perception of An Garda Síochána as:                         <ul style="list-style-type: none"> <li>◦ Helpful</li> <li>◦ Community focussed</li> <li>◦ Managing crime locally &amp; nationally</li> </ul> </li> <li>• Increased perception An Garda Síochána treats all people equally</li> <li>• Increased visibility</li> <li>• Increase in Lifesaver Offences</li> <li>• Increases in MIT Checkpoints and MIT breathtests.</li> <li>• Reduction in number of Fatal and Serious Injury Road Traffic Collisions</li> </ul>

<b>2.15 Event Management</b>	
<i>Ensure that all major events within the Division are managed appropriately and that any potential traffic management issues are addressed in advance.</i>	
<b>Activities</b>	<b>Outcomes</b>
<b>Divisional Activities</b> <ul style="list-style-type: none"> <li>Each District will risk assess each major event within their District to ensure that potential traffic management issues are addressed in advance.</li> <li>Each District will ensure that risk assessed operations orders are created for each major event within the Division</li> </ul>	<ul style="list-style-type: none"> <li>Reduction in number of traffic management issues arising out of major events.</li> </ul>

<b>2.16 Roads Policing Units Resourcing</b>	
<i>The Division will provide the Roads Policing team with the most appropriate resources to allow them to be effective in the delivery of Road Safety</i>	
<b>Activities</b>	<b>Outcomes</b>
<b>Divisional Activities</b> <ul style="list-style-type: none"> <li>Roads Policing Units at Waterford and Dungarvan will be increased by 2 Sergeants and 9 Gardaí if resources allocated to the Division provide sufficient capacity to do so.</li> <li>Probationer Gardaí to be allocated to Divisional Roads Policing Units for 10 week development period</li> <li>Newly allocated Roads Policing members to undertake Roads Policing induction course.</li> </ul>	<ul style="list-style-type: none"> <li>Increased capacity within Roads Polcing Unit</li> <li>Increase in Lifesaver Offences</li> <li>Increases in MIT Checkpoints and MIT breathtests.</li> </ul>

2.17 Event Management	
<i>Ensure that all major events within the Division are managed appropriately and that any potential traffic management issues are addressed in advance.</i>	
Activities	Outcomes
<p><b>Divisional Activities</b></p> <ul style="list-style-type: none"> <li>• Each District will risk assess each major event within their District to ensure that potential traffic management issues are addressed in advance.</li> <li>• Each District will ensure that risk assessed operation orders are created for each major event within the Division</li> </ul>	<ul style="list-style-type: none"> <li>• Reduction in number of traffic management issues arising out of major events.</li> </ul>

**3) A Secure Nation**

By continually scanning the domestic and international security environment, An Garda Síochána will endeavor to ensure the following outcomes for all of the people we serve in 2018: A safe and secure State in which to live, work, visit and invest, An enhanced ability to respond to major emergencies, Co-operation with our international security and law enforcement partners, Improved cybercrime and cyber security capacity

We will achieve this by:

3.1 Local Subversive Targets	
Activities	Outcomes
<p>[Redacted]</p> <p>[Redacted]</p> <p>[Redacted]</p> <p>[Redacted]</p> <p>[Redacted]</p> <p>[Redacted]</p> <p>[Redacted]</p> <p>[Redacted]</p>	<p>[Redacted]</p> <ul style="list-style-type: none"> <li>[Redacted]</li> <li>[Redacted]</li> </ul> <p>[Redacted]</p> <p>[Redacted]</p> <p>[Redacted]</p> <p>[Redacted]</p> <p>[Redacted]</p> <p>[Redacted]</p>

3.2 Brexit Preparation	
<i>The Waterford Division will put in place the appropriate risk assessed actions to reduce the risk posed by Brexit</i>	
Activities	Outcomes
<p>[REDACTED]</p> <p>[REDACTED]</p> <p>[REDACTED]</p> <p>[REDACTED]</p> <p>[REDACTED]</p> <p>[REDACTED]</p> <p>[REDACTED]</p> <p>[REDACTED]</p>	<p>[REDACTED]</p> <ul style="list-style-type: none"> <li>[REDACTED]</li> <li>[REDACTED]</li> </ul> <p>[REDACTED]</p> <p>[REDACTED]</p> <p>[REDACTED]</p> <p>[REDACTED]</p> <p>[REDACTED]</p> <p>[REDACTED]</p> <ul style="list-style-type: none"> <li>[REDACTED]</li> <li>[REDACTED]</li> <li>[REDACTED]</li> </ul> <p>[REDACTED]</p> <p>[REDACTED]</p> <p>[REDACTED]</p>

3.3 Major Emergency Management	
<i>The Division will continue to hold Major Emergency training and response exercises</i>	
Activities	Outcomes
<p>[REDACTED]</p> <p>[REDACTED]</p> <p>[REDACTED]</p> <p>[REDACTED]</p> <p>[REDACTED]</p> <p>[REDACTED]</p> <p>[REDACTED]</p>	<p>[REDACTED]</p> <p>[REDACTED]</p>



**4) Transforming our Service**

Effective management and governance of the division. Supporting implementation of the Modernisation and Renewal Program

Composition & structure of workforce	Human resource deployment	Supervision
Improved data quality	Cultural renewal	Enhanced governance

**We will achieve this by:**

4.1 Inspection and Review	
<i>Divisional and District inspections will be conducted on a quarterly basis, evaluating performance at an operational, administrative and management level. HQ Directive 59/2014 will be fully complied with.</i>	
Activities	Outcomes
<p><b>Divisional Activities</b></p> <ul style="list-style-type: none"> <li>• <b>Full implementation of HQ Directive 59/14</b> <ul style="list-style-type: none"> <li>○ Quarterly District reviews submitted in accordance with policy</li> <li>○ Bi-annual Divisional Reviews submitted in accordance with policy</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>• Increased satisfaction with An Garda Síochána:                             <ul style="list-style-type: none"> <li>○ Listen to community concerns</li> <li>○ Respond to community concerns</li> </ul> </li> <li>• Increased trust</li> <li>• Increased perception that An Garda Síochána treats people equally</li> <li>• Reduced fear of crime</li> <li>• Increased feelings of safety</li> <li>• Improved perception of An Garda Síochána as:                             <ul style="list-style-type: none"> <li>○ Helpful</li> <li>○ Community focussed</li> <li>○ Managing crime locally &amp; nationally</li> </ul> </li> <li>• Increased perception An Garda Síochána treats all people equally</li> <li>• Increased visibility</li> </ul>

4.2 Risk Management	
<i>We will endeavour to mitigate identified risks and will report risks that are beyond the capacity of the Division to mitigate.</i>	
Activities	Outcomes
<p><b>Divisional Activities</b></p> <ul style="list-style-type: none"> <li>• All major operations and events will be risk assessed to ensure the most appropriate policing response is provided</li> <li>• Risk Registers for each District to be submitted on a quarterly basis to the Divisional Office</li> <li>• Risk Register for the Division to be submitted on a quarterly basis to the Regional Office</li> </ul>	<ul style="list-style-type: none"> <li>• Increased satisfaction with An Garda Síochána:                             <ul style="list-style-type: none"> <li>◦ Listen to community concerns</li> <li>◦ Respond to community concerns</li> </ul> </li> <li>• Increased trust</li> <li>• Increased perception that An Garda Síochána treats people equally</li> <li>• Reduced fear of crime</li> <li>• Increased feelings of safety</li> <li>• Improved perception of An Garda Síochána as:                             <ul style="list-style-type: none"> <li>◦ Helpful</li> <li>◦ Community focussed</li> <li>◦ Managing crime locally &amp; nationally</li> </ul> </li> <li>• Increased perception An Garda Síochána treats all people equally</li> <li>• Increased visibility</li> </ul>

4.3 Financial Management	
<i>The Division will effectively manage our allocated budgets and take corrective actions where necessary</i>	
Activities	Outcomes
<p><b>Divisional Activities</b></p> <ul style="list-style-type: none"> <li>Financial Manager appointed to every serious investigation to ensure prudent management of financial resources.</li> <li>Each District Officer to provide monthly updates to Divisional Management Meeting on cost overruns and corrective actions taken to address same</li> </ul>	<ul style="list-style-type: none"> <li>Division remains within Budget for financial year</li> </ul>

4.4 Data Quality	
<i>Waterford Garda will ensure that our Data is recorded to the highest standards and accessed appropriately for the investigation of crime</i>	
Activities	Outcomes
<p><b>Divisional Activities</b></p> <ul style="list-style-type: none"> <li>Each District Officer is to review Item of Interest (IOI) report to ensure that all data enquiries are recorded appropriately and that the data access is justified.</li> <li>All incidents will be recorded on PULSE within the appropriate timelines. District Officers will review same as part of the District Governance Mechanisms.</li> </ul>	<ul style="list-style-type: none"> <li>85% of Victim Assessments completed within 3 days</li> <li>IMS data restrictions fully operational</li> <li>Data being accessed in accordance with policy</li> </ul>

4.5 MRP Projects (Where applicable)	
<i>The Waterford Division will support the implementation of MRP projects and the Commission on the Future Policing</i>	
Activities	Outcomes
<p><b>Divisional Activities</b></p> <ul style="list-style-type: none"> <li>• <b>Investigative Management System deployed in the Waterford Division</b></li> <li>• <b>Regional Control Room established in the Waterford Division</b></li> <li>• <b>Enterprise Content Management delivered in the Waterford Division</b></li> </ul>	<ul style="list-style-type: none"> <li>• Increased satisfaction with An Garda Síochána:                             <ul style="list-style-type: none"> <li>◦ Listen to community concerns</li> <li>◦ Respond to community concerns</li> </ul> </li> <li>• Increased trust</li> <li>• Increased perception that An Garda Síochána treats people equally</li> <li>• Reduced fear of crime</li> <li>• Increased feelings of safety</li> <li>• Improved perception of An Garda Síochána as:                             <ul style="list-style-type: none"> <li>◦ Helpful</li> <li>◦ Community focussed</li> <li>◦ Managing crime locally &amp; nationally</li> </ul> </li> <li>• Increased perception An Garda Síochána treats all people equally</li> <li>• Increased visibility</li> </ul>

**5) Our People – Our Greatest Resource**

Investing in our people, our greatest resource through the provision of Continuous Professional Development

**We will achieve this by:**

5.1 Training Initiatives	
<i>An Garda Síochána in Waterford will continue to develop the skill sets of our members to provide them with the capacity to provide an excellent service to the public</i>	
Activities	Outcomes
<p><b>Divisional Activities</b></p> <ul style="list-style-type: none"> <li>● Core Programme provided by CPD School</li> <li>● All Probationer Gardaí will complete their Phase II training programme.</li> <li>● IMS training fully delivered within the Division</li> <li>● CAD/Control Room training delivered</li> <li>● Garda Staff Development training needs analysis completed</li> <li>● Newly promoted Sworn and Unsworn members attending at promotion and development training.</li> <li>● ECM training provided</li> <li>● Waterford Division utilising online College LMS training environment</li> <li>● Completion of online youth referral e-learning course</li> </ul>	<ul style="list-style-type: none"> <li>● Increased satisfaction with An Garda Síochána:                             <ul style="list-style-type: none"> <li>○ Listen to community concerns</li> <li>○ Respond to community concerns</li> </ul> </li> <li>● Increased trust</li> <li>● Increased perception that An Garda Síochána treats people equally</li> <li>● Reduced fear of crime</li> <li>● Increased feelings of safety</li> <li>● Improved perception of An Garda Síochána as:                             <ul style="list-style-type: none"> <li>○ Helpful</li> <li>○ Community focussed</li> <li>○ Managing crime locally &amp; nationally</li> </ul> </li> <li>● Increased perception An Garda Síochána treats all people equally</li> <li>● Increased visibility</li> </ul>

5.2 Civilianisation	
<i>An Garda Síochána in Waterford seek to explore all oppourtunities to return sworn staff to the frontline with the support of their non-sworn colleagues.</i>	
Activities	Outcomes
<p><b>Divisional Activities</b></p> <ul style="list-style-type: none"> <li>• <b>Complete Workforce census for Division</b></li> <li>• <b>Deploy Garda Staff to the PEMS team</b></li> <li>• <b>Deploy Garda Staff to the call taking function within the Regional control Room</b></li> <li>• <b>Deploy Garda Staff to the Customer Service roll at Waterford Garda Station</b></li> <li>• <b>Fully implement Court Presenter initiative</b></li> <li>• <b>Deploy Garda Staff to the roll of PAF Administrator in all Districts</b></li> <li>• <b>Undertake Divisional Staff Census to assist in identification of roles for migration to Garda Staff</b></li> </ul>	<ul style="list-style-type: none"> <li>• Increased satisfaction with An Garda Síochána:                         <ul style="list-style-type: none"> <li>◦ Listen to community concerns</li> <li>◦ Respond to community concerns</li> </ul> </li> <li>• Increased trust</li> <li>• Increased perception that An Garda Síochána treats people equally</li> <li>• Reduced fear of crime</li> <li>• Increased feelings of safety</li> <li>• Improved perception of An Garda Síochána as:                         <ul style="list-style-type: none"> <li>◦ Helpful</li> <li>◦ Community focussed</li> <li>◦ Managing crime locally &amp; nationally</li> </ul> </li> <li>• Increased perception An Garda Síochána treats all people equally</li> <li>• Increased visibility</li> </ul>

5.3 PALF Utilisation	
<i>All members of the Division contributing the execution of the Divisional Policing Plan and engaging in the PALF process.</i>	
Activities	Outcomes
<b>Divisional Activities</b> <ul style="list-style-type: none"> <li>• All members engaged with PALF process.</li> <li>• Each member has agreed PALF goals with LM1</li> <li>• All PALF action plans signed off with LM2</li> <li>• Each member has had a PALF review with their line manager</li> </ul>	<ul style="list-style-type: none"> <li>• All members contributing to the outcomes of the District and Divisional Polcing Plans</li> <li>• 85% of members completed PALF review</li> </ul>

5.4 Absence Management and Employee Wellness	
<i>Our people are our greatest asset and their wellbeing is at the core of our organisation</i>	
Activities	Outcomes
<p><b>Divisional Activities</b></p> <ul style="list-style-type: none"> <li>● All staff referred to the CMO, EAS and Welfare Officer as appropriate</li> <li>● Divisional Employee Assistance meeting held per quarter.</li> <li>● Garda 24/7 Confidential Counselling service available to all members</li> <li>● All complaints made under the Garda Síochána Policing on Harrassement, Sexual Harrassment and Bullying in the Workplace fully investigated in accordance with policy.</li> <li>● Raise members awareness regarding 6 C's first responders safety principals</li> </ul>	<ul style="list-style-type: none"> <li>● Increased satisfaction with An Garda Síochána:                             <ul style="list-style-type: none"> <li>○ Listen to community concerns</li> <li>○ Respond to community concerns</li> </ul> </li> <li>● Increased trust</li> <li>● Increased perception that An Garda Síochána treats people equally</li> <li>● Reduced fear of crime</li> <li>● Increased feelings of safety</li> <li>● Improved perception of An Garda Síochána as:                             <ul style="list-style-type: none"> <li>○ Helpful</li> <li>○ Community focussed</li> <li>○ Managing crime locally &amp; nationally</li> </ul> </li> <li>● Increased perception An Garda Síochána treats all people equally</li> <li>● Increased visibility</li> </ul>



**6) A Human Rights Foundation**

Investing in our people, our greatest resource through the provision of Continuous Professional Development

**We will achieve this by:**

6.1 Embedding Ethics	
<i>An Garda Síochána in Waterford will build on the implementation of the Garda Code of Ethics ensuring that training is made available to all members of Staff within the Division</i>	
Activities	Outcomes
<p><b>Divisional Activities</b></p> <ul style="list-style-type: none"> <li>● <b>Garda Ethics Training to be made available to all members of Staff</b></li> <li>● <b>95% of all Divisional Staff to have undertaken Code of Ethics Training</b></li> <li>● <b>All trained members of staff to sign the Code of Ethics</b></li> <li>● <b>All members of staff selected for promotion to have signed Garda Code of Ethics</b></li> </ul>	<ul style="list-style-type: none"> <li>● Increased satisfaction with An Garda Síochána:                             <ul style="list-style-type: none"> <li>○ Listen to community concerns</li> <li>○ Respond to community concerns</li> </ul> </li> <li>● Increased trust</li> <li>● Increased perception that An Garda Síochána treats people equally</li> <li>● Reduced fear of crime</li> <li>● Increased feelings of safety</li> <li>● Improved perception of An Garda Síochána as:                             <ul style="list-style-type: none"> <li>○ Helpful</li> <li>○ Community focussed</li> <li>○ Managing crime locally &amp; nationally</li> </ul> </li> <li>● Increased perception An Garda Síochána treats all people equally</li> <li>● Increased visibility</li> </ul>

## Garda Code of Ethics Commitments

The commitments of each Garda employee as outlined in the Code of Ethics for An Garda Síochána

### Duty to Uphold the Law

I will uphold and obey the law and fulfill my responsibilities in a fair and impartial way.

### Honesty & Integrity

I will be honest and will act with integrity.

I will always seek the truth by establishing and reporting facts in an honest and objective way.

I will not abuse my power or position and will have the courage to oppose and report any such abuses by colleagues.

I will act in the public interest and not allow circumstances to arise that might compromise, or appear to compromise, myself or the Garda Síochána.

I will appropriately declare and manage any actual or potential conflict of interest that might impair my ability to carry out my duty or weaken public confidence in the Garda Síochána. This includes any conflict that might arise from a personal or business relationship outside of my work in the Garda Síochána.

### Respect & Equality

I will recognise and respect the dignity and equal human rights of all people.

I will treat people with courtesy and respect.

I will treat everyone with fairness at all times, and not discriminate wrongfully.

I will oppose and challenge any behaviour or language that demonstrates discrimination or disrespect, in particular with regard to vulnerable individuals or minority groups.

I will be sensitive to the vulnerabilities of individuals, for example because of their age or a disability. I will be sensitive to the difficult circumstances individuals may find themselves in when in contact with the Garda Síochána.

I will show appropriate understanding and empathy to people I come into contact with.

I will make accommodation for an individual's particular needs where possible. Wherever possible, I will take steps to improve relationships with the public, in particular with individuals or groups that may have previously had a limited or challenging relationship with policing services.

#### Examples of Wrongful Reasons for Discrimination

- Age
- Disability
- Family status
- Gender
- Marital status
- Membership of the Traveller Community
- Religion
- Race
- Colour
- Nationality
- Ethnic or national origins
- Sexual orientation
- Gender non-conformity
- Political opinion
- Residence status
- Social origin

**Authority & Responsibility**

I will act with self-control, even when provoked or in volatile situations.  
 I will take responsibility for my actions and omissions, and I will be accountable for them.  
 I will support my colleagues to the best of my ability as they carry out their duties and responsibilities.  
 I will only give instructions that I reasonably believe to be lawful and I will carry out lawful instructions to the best of my ability.  
 I will challenge instructions that I believe to be unlawful or contrary to the principles set out in this Code.  
 I understand that any decision not to follow an instruction needs to be fully justified.  
 I will make sure that I do not take - any substance, such as alcohol or drugs, that will make me unfit for work.  
 I will report to a supervisor if I am unfit for work for any reason.  
 I will use all information, training, equipment and management support I am provided with to keep myself safe and up to date with my role and responsibilities.  
 I will endeavour to ensure the proper, effective and efficient use of public money and resources.  
 I will not use social media and mobile communications in a manner that may be perceived as discriminatory, bullying, victimising or unprofessional.

**Police Powers**

I will respect the human rights of all people, including the right to life, to security of the person and bodily integrity; to freedom of expression; to freedom of assembly and association; to privacy; and to be free from arbitrary arrest or detention.  
 When it is necessary to use police powers to achieve an objective, I will make sure that my actions are in accordance with the law and proportionate.  
 Every time I make a decision as to whether or not to use police powers I will be prepared to account for my actions. Wherever possible, I will explain my decisions to individuals affected.  
 When a situation requires me to use force I will, as soon as possible, make sure that the person I used force against is safe and receives any necessary assistance.

**Information & Privacy**

I will recognise and respect every person's right to privacy. I will interfere with this right only when it is lawful and necessary to achieve a legitimate objective.  
 I will never hide, exaggerate, invent, interfere with or improperly destroy information or evidence.  
 I will gather, retain, access, disclose or process information only in accordance with the law and principles of data protection.  
 I will not improperly convey Garda information to the media or any third party.

**Transparency & Communication**

I will communicate and cooperate openly and effectively with colleagues, the public and with other organisations as much as possible.

I will give timely and truthful information as long as this is in accordance with the law and does not compromise an ongoing investigation. Examples of this include updating victims and witnesses about investigations.

I will fulfill any duty to disclose information and records, including information for accused people or for the Garda Ombudsman, in accordance with the law and in a timely, truthful and transparent manner.

I will make sure those victims of crime are made aware of their rights as soon as possible.

I will make sure that I communicate information in a manner that is respectful, easy to understand and sensitive to the circumstances.

I will keep accurate, complete records, especially of all interviews and complaints.

I will make sure that, unless the nature of an assignment prohibits it, I will openly display my Garda identification when I am at work.

**Speaking Up & Reporting Wrongdoing**

I will never ignore a colleague’s unprofessional, unethical, illegal, or corrupt behaviour, regardless of the person’s identity, role, rank or grade.

I will protect the integrity of the Garda Síochána by rigorously opposing unprofessional, unethical, illegal, or corrupt behaviour. Where the seriousness of the issue warrants it, I will report, challenge or take action against such behaviour.

I will support any colleague who speaks up in accordance with the law and this Code and challenge anyone who victimises a person for speaking up.

**Additional Commitments of Managers**

I will encourage and facilitate speaking up and reporting wrongdoing at every level in the organisation.

I will ensure that matters brought to my attention are considered, are investigated where necessary, and the appropriate action taken.

I will be open to matters raised by colleagues and learn from feedback and from reports of wrongdoing.

**Leadership**

I will contribute to a positive and healthy working environment.

I will maintain and promote professional standards and the standards of this Code.

I will aim to behave in a manner which brings credit on the Garda Síochána and myself thereby promoting public confidence in policing.

I will be accountable for orders or instructions I give to others, for the carrying out of those orders and for their consequences.

**Additional Commitments of Managers**

I will strive to make sure that people I work with carry out their duties in a way that follows this Code.

I will make sure that people I work with are effectively supported and guided in performing their duties and maintaining this Code.

I will do whatever I can, in my role, to protect and support the physical and mental wellbeing of people I work with.

I will ensure that matters brought to my attention are considered, are investigated where necessary, and the appropriate action taken.

I will be open to matters raised by colleagues and learn from feedback and from reports of wrongdoing.