



# An Garda Síochána

*Divisional Policing Plan*

*Phort Lairge*

2018

*Waterford Division*

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## 1) Foreword

I am pleased to introduce Waterford's Policing Plan for 2018, Our plan takes account of the priorities set out in our National Policing Plan 2018 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. 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.

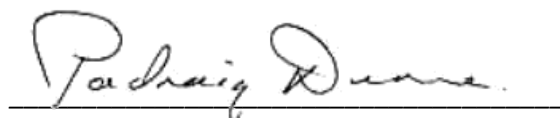
Visibility, Community Policing and Engagement is a key tenant of our policing philosophy and being present and engaged with the Communities we serve provides the bedrock of our policing services in Waterford. In addition to our law enforcement actions, we are committed to supporting and working with 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. We will continue to use innovative practices such as the Purple Flag, Community Text Alert and Waterford City Safe to promote a safe and vibrant social space for all our citizens to enjoy. Through a dynamic and purposeful collaboration with our partners and stakeholders we are determined to create an environment that enables our citizens to live in thriving communities free from the impacts of crime, danger and disorder.

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.



Finally, 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. In 2018, we will work with our National partners to increase the capacity and resources available to our Roads Policing Unit and frontline members to challenge with those who engage in dangerous behaviours on our roads.

*Ar scáth a chéile a mhairimid.*

A handwritten signature in cursive script, reading "Padraig Dunne", is written above a solid horizontal line.

*Padraig Dunne*

*Chief Superintendent*

*Waterford Division*

## II) Our Mission Framework

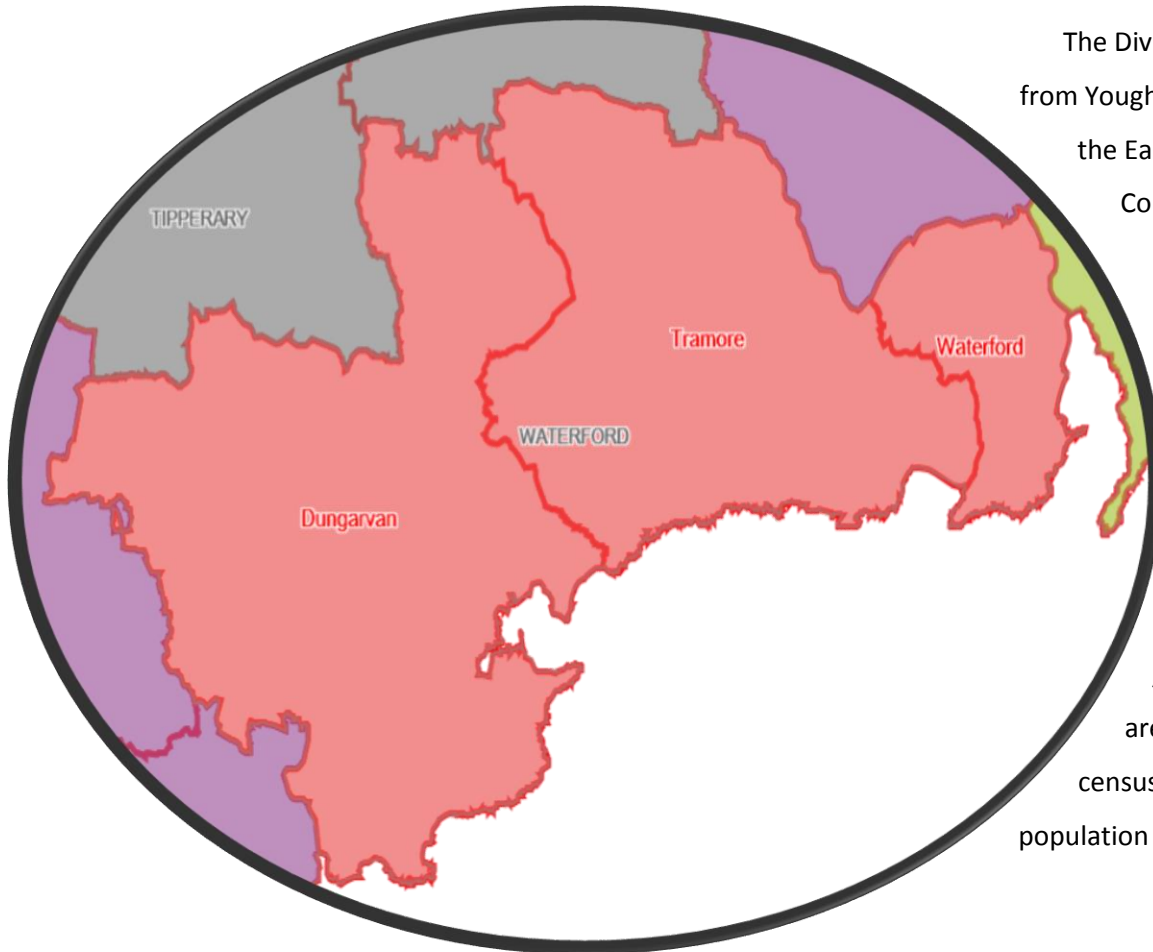
<b>Our Vision</b>	To be a beacon of 21 <sup>st</sup> Century policing and security	
<b>Our Mission</b>	To deliver professional policing and security services with the trust, confidence and support of the people we serve	
<b>Our Values</b>	<i>Service</i>	Delivering pro-active, responsive and impartial policing and security services
	<i>Honesty</i>	Being honest, ethical and adhering to the principles of fairness and justice
	<i>Accountability</i>	Accepting individual responsibility and ensuring public accountability
	<i>Respect</i>	Having respect for all people, their human rights and their needs
	<i>Professionalism</i>	Providing a professional policing service and security to all communities
	<i>Empathy</i>	Demonstrating empathy through the human qualities of compassion, understanding and tolerance

### III) Our Code of Ethics

<p><b>Duty to Uphold the Law</b></p>	<p>I will uphold and obey the law and fulfill my responsibilities in a fair and impartial way</p> <p style="text-align: center;">***</p>	<p><b>Authority and Responsibility</b></p>	<p>I will act with self-control, even when provoked or in volatile situations</p> <p>I will take responsibility for my actions and omissions, and I will be accountable for them</p>
<p><b>Honesty and Integrity</b></p>	<p>I will be honest and will act with integrity</p> <p>I will always seek the truth by establishing and reporting facts in an honest and objective way</p> <p>I will not abuse my power or position and will have the courage to oppose and report any such abuses by colleagues</p> <p>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</p> <p>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</p> <p style="text-align: center;">***</p>	<p><b>Police Powers</b></p>	<p>I will support my colleagues to the best of my ability as they carry out their duties and responsibilities</p> <p>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</p> <p>I will challenge instructions that I believe to be unlawful or contrary to the principles set out in this Code</p> <p>I understand that any decision not to follow an instruction needs to be fully justified</p> <p>I will make sure that I do not take - any substance, such as alcohol or drugs, that will make me unfit for work</p> <p style="text-align: center;">***</p>
<p><b>Respect and Equality</b></p>	<p>I will recognize and respect the dignity and equal human rights of all people</p> <p>I will treat people with courtesy and respect</p> <p>I will treat everyone with fairness at all times, and not discriminate wrongfully</p> <p>I will oppose and challenge any behavior or language that demonstrates discrimination or disrespect, in particular with regard to vulnerable individuals or minority groups</p> <p>I will be sensitive to the vulnerabilities of individuals, for example because of their age or a disability</p> <p>I will be sensitive to the difficult circumstances individuals may find themselves in, when in contact with the Garda Síochána</p> <p>I will show appropriate understanding and empathy to people I come into contact with</p> <p style="text-align: center;">***</p>		<p>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</p> <p>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</p> <p>Every time I make a decision as to whether or not to use police powers I will be prepared to account for my actions</p> <p>Wherever possible, I will explain my decisions to individuals affected</p> <p>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</p> <p style="text-align: center;">***</p>

<p><b>Information and Privacy</b></p>	<p>I will recognize and respect every person’s right to privacy</p> <p>I will interfere with this right only when it is lawful and necessary to achieve a legitimate objective</p> <p>I will never hide, exaggerate, invent, interfere with or improperly destroy information or evidence</p> <p>I will gather, retain, access, disclose or process information only in accordance with the law and principles of data protection</p> <p>I will not improperly convey Garda information to the media or any third party</p> <p style="text-align: center;">***</p>	<p><b>Speaking Up and Reporting Wrongdoing</b></p>	<p>I will never ignore a colleague’s unprofessional, unethical, illegal, or corrupt behavior, regardless of the person’s identity, role, rank or grade</p> <p>I will protect the integrity of the Garda Síochána by rigorously opposing unprofessional, unethical, illegal, or corrupt behavior</p> <p>Where the seriousness of the issue warrants it, I will report, challenge or take action against such behavior</p> <p>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</p> <p><i>I will encourage and facilitate speaking up and reporting wrongdoing at every level in the organisation</i></p> <p><i>I will ensure that matters brought to my attention are considered, are investigated where necessary, and the appropriate action taken</i></p> <p><i>I will be open to matters raised by colleagues and learn from feedback and from reports of wrongdoing</i></p> <p style="text-align: center;">***</p>
<p><b>Transparency and Communication</b></p>	<p>I will communicate and cooperate openly and effectively with colleagues, the public and with other organisations as much as possible</p> <p>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</p> <p>I will fulfil 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</p> <p>I will make sure those victims of crime are made aware of their rights as soon as possible</p> <p>I will make sure that I communicate information in a manner that is respectful, easy to understand and sensitive to the circumstances</p> <p>I will keep accurate, complete records, especially of all interviews and complaints</p> <p>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</p> <p style="text-align: center;">***</p>	<p><b>Leadership</b></p>	<p>I will contribute to a positive and healthy working environment</p> <p>I will maintain and promote professional standards and the standards of this Code</p> <p>I will aim to behave in a manner which brings credit on the Garda Síochána and myself and so promote public confidence in policing</p> <p>I will be accountable for orders or instructions I give to others, for the carrying out of those orders and for their consequences</p> <p><i>I will strive to make sure that people I work with carry out their duties in a way that follows this Code</i></p> <p><i>I will make sure that people I work with are effectively supported and guided in performing their duties and maintaining this Code</i></p> <p><i>I will do whatever I can, in my role, to protect and support the physical and mental wellbeing of people I work with</i></p> <p><i>I will ensure that matters brought to my attention are considered, are investigated where necessary, and the appropriate action taken</i></p> <p><i>I will be open to matters raised by colleagues and learn from feedback and from reports of wrongdoing</i></p> <p style="text-align: center;">***</p>

## IV) The Community We Serve



The Division of Waterford is approximately 1,900 sqkm and stretches from Youghal Bridge in East Cork to the Kilkenny and Wexford Borders in the East of the County. It is responsible for the policing of the entire County of Waterford with the exception of a small proportion of land West of Youghal Bridge and some small areas south of Clonmel and Carrick on Suir. However, it does police and area of approximately 25 sqkm, in South Kilkenny, an area known as Ferrybank.

Waterford City, which is the gateway city for the South East. The County of Waterford has a population of 116,401<sup>1</sup>, however the Division is also responsible for the policing of an area in South Kilkenny known as “Ferrybank”. In the 2016 census, the population of Ferrybank was 5,217<sup>2</sup>. Thus the total population for the Division is estimated at in excess of 122,000 people.

<sup>1</sup> CSO Statistical tables 2016 census.

<sup>2</sup> CSO Statistical tables 2016 census



The county is geographically split in terms of its population profile with approximately 70,000 people living in the greater metropolitan area of Waterford City and 28,500 living in the west of the County in the town of Dungarvan and the Lismore area. The remainder, 19,400, live in the centre of the County in an area known as Comeragh, the largest town in this area is Kilmacthomas and it is primarily rural and is dominated by the Comeragh Mountain range.

There is a high dependency ratio<sup>3</sup> with 33% of the population under the age of 14 years and 19.9% over the age of 65 years.

The Labour participation rate is 60% and there is an unemployment rate<sup>4</sup> of 21.6%. There are 7 unemployment black spots in Waterford. The POBAL HP Index classifies Waterford as “Marginally below Average” on the Relative Index Score<sup>5</sup>.

Non Irish Nationals make up 10.2% of the population with the UK and Poland accounting for 5.2%. Approximately 87.1% of the population state they are White Irish, Travellers account for 0.4%, Black or Black Irish account for 1.3% and Asian or Asian Irish account for 1.2%.

The Division of Waterford. It has three Districts of Waterford, Tramore and Dungarvan. The Division has three main population centres, Waterford City, Dungarvan and Tramore.

Waterford City accounts for the largest proportion of the population with over 54,000 residents. Dungarvan and Tramore are the two main towns within the County and have populations of approximately 10,000 residents each. There are a number of small provincial towns also including Kilmacthomas and Lismore.

Waterford City and Dungarvan are the main Commercial and Economic centres. Waterford City has a number of significant employers in the pharma economy such as Sanofi Aventis, West Pharma and Genzyme. GSK are located in Dungarvan. There is a large commercial port in Bellview, South Kilkenny which contains

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<sup>3</sup> Source: Economic Development Report, Waterford City Council 2013

<sup>4</sup> Principle Economic Status Report

<sup>5</sup> POBAL HP index

a Serviso II site and a number of small fishing ports including Dunmore East and Helvick. The County has a single Regional Airport in Tramore and a single Rail Connection to Waterford City. It is connected to Dublin via the M9 Motorway and to Cork via the N25 which runs through the spine of the County.

The Waterford Institute of Technology has four campuses located within Waterford City at the Cork Road, College Street, The Granary and Carriganore Sports Campus. The Carriganore campus also contains a technologies hub and includes development organisations such as TSSG. The Institute of Technology has over 10,000 students and over 1,000 members of staff. A large percentage of these staff commute to the institute each day and it is estimated that when students and the wider working population figures are factored in, the population of Waterford City can expand by up to 15,000 people on any given day.

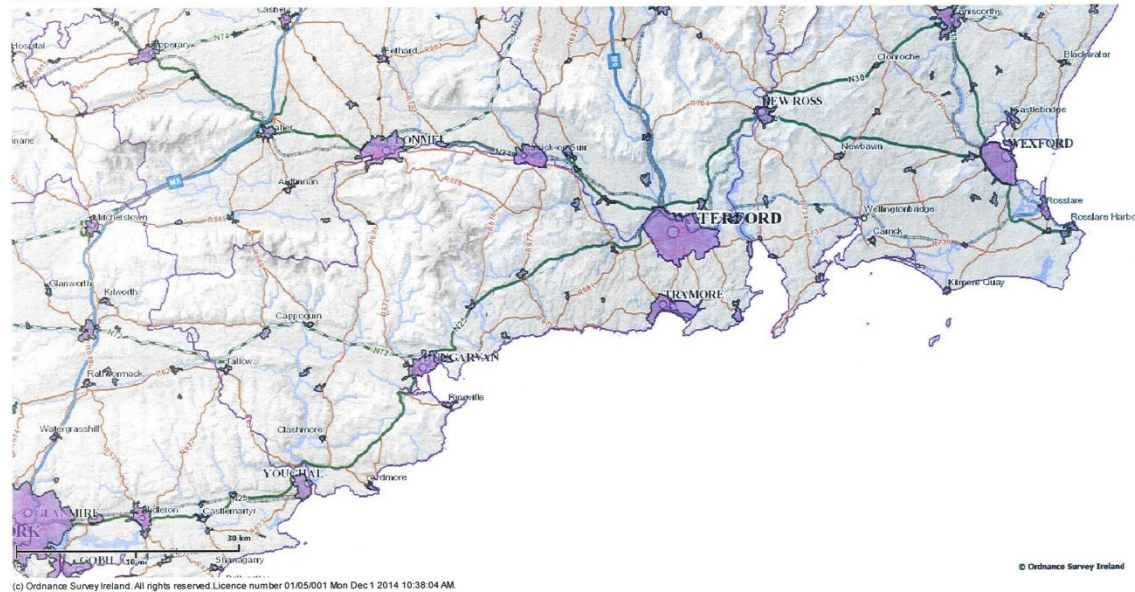
The Division is divided into 3 Districts, Waterford, Tramore and Dungarvan. The Divisional Headquarters is based in Waterford City under the leadership of Chief Superintendent P Dunne.. There are currently 3 Superintendents in the Division, attached to Waterford, Dungarvan and Tramore.

Outside of the 3 District Headquarter stations, there are 16 Sub-District Stations. These stations are geographically dispersed throughout the County and are based in small population centres or towns, such as Lismore, Ardmore, Kilmeaden etc. The largest of these centres are, Dunmore East, Portlaw, Kilmacthomas and Lismore.

The map below shows the dispersal of the population centres in Waterford.

## Centres of Population

Waterford



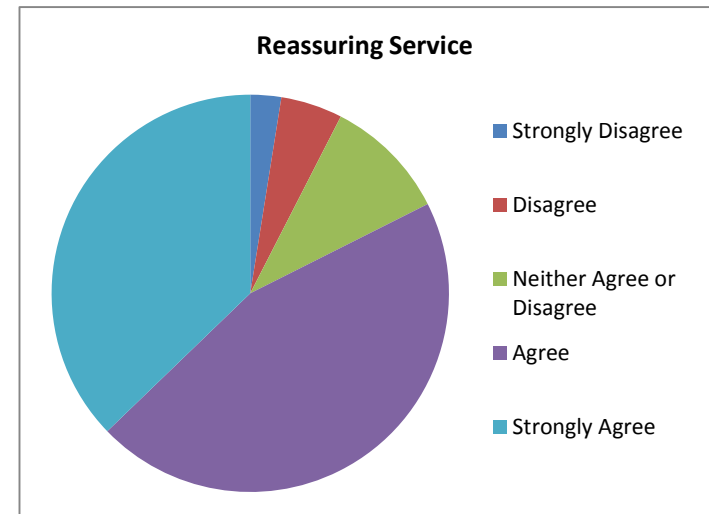
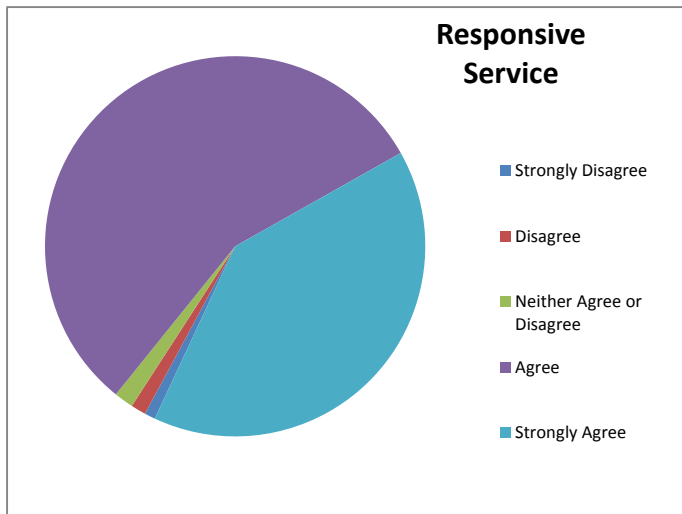
As is illustrated, apart from the 3 main population centres, the population within the county is extremely dispersed. In response to this geographical dispersal and to make the most effective use of scarce policing resources, the Districts of Tramore and Dungarvan, have centralised the rural policing response to the towns of Lismore and Kilmacthomas, from where they police the wider community.

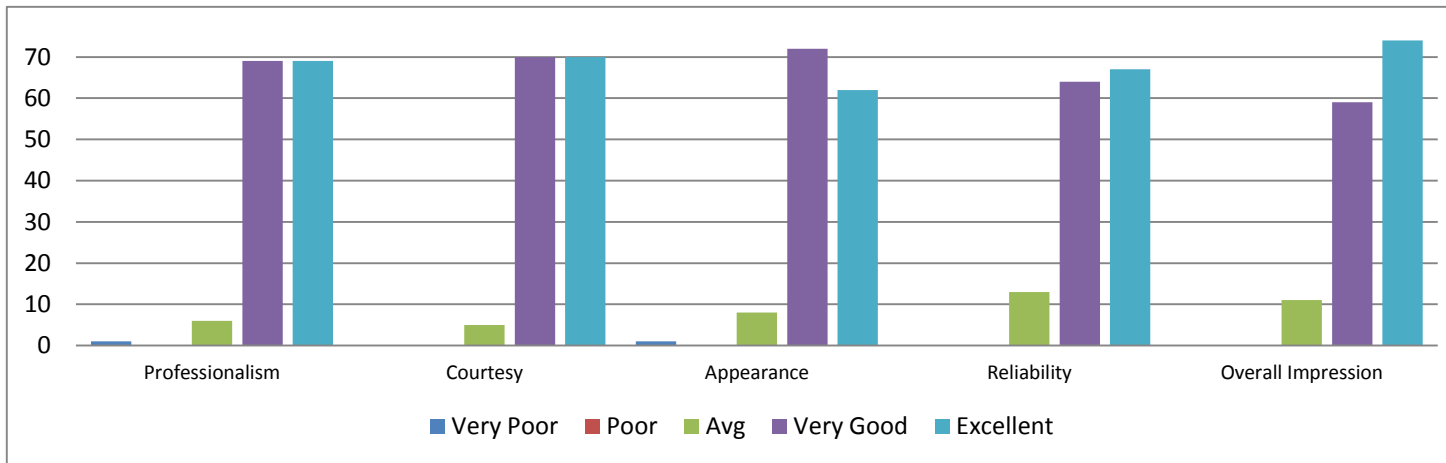
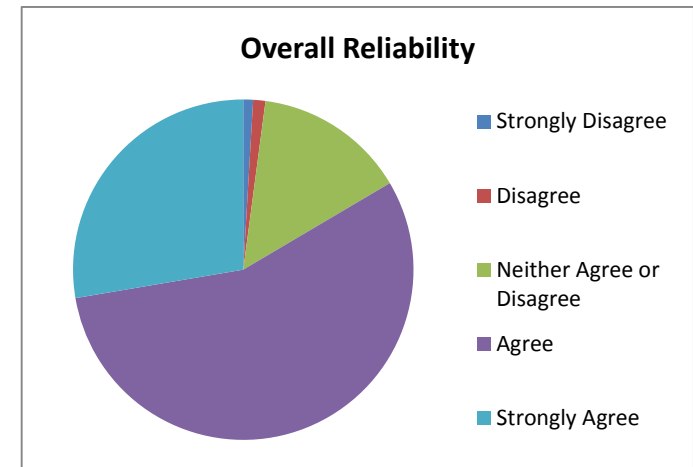
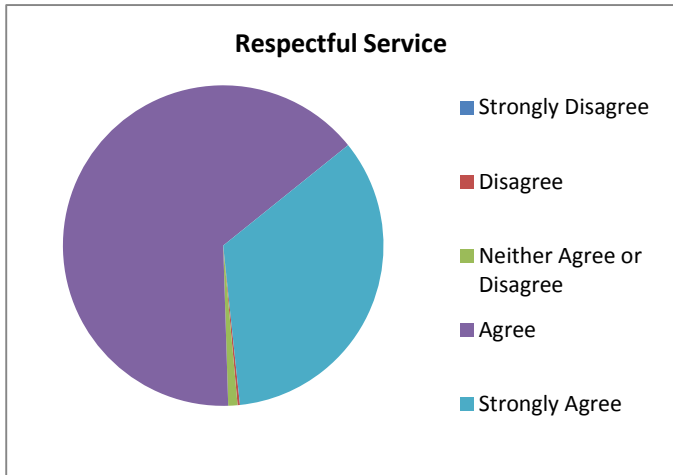
The Waterford Division has Court Sittings within the City of Waterford, Dungarvan and Lismore Town. The establishment of the new Courts Offices in Waterford is a significant investment in the administration of justice within the Division. The Courts building will host District and Circuit Courts and will also house sittings of the Central Criminal Court in Waterford.

The Waterford Division has a long history of managing significant cultural and sporting events within the Division. Each year the city hosts the SPRAOI festival during the August Bank Holiday Weekend, the Harvest Food Festival, the West Waterford Festival of Food and the Winterval Festival in the weeks prior to Christmas as well as many other smaller Arts and Heritage Festivals throughout the year. The city has a significant cultural heritage within the Viking Triangle and the House of Waterford Crystal is a significant tourism attraction.

Without doubt, the biggest impact in the last number of years for the County of Waterford has been the establishment of the Waterford Greenway. A walking and cycle track which runs from the City of Waterford to the Town of Dungarvan, a distance of almost 50km.

Each year as part of our Divisional Policing Plans, the Divisional Management Team conducts a Victims Survey. In 2017 our results were as follows:





In addition An Garda Síochána conduct a National satisfaction survey which is available at:

<http://www.garda.ie/Documents/User/An%20Garda%20Siochana%20Public%20Attitude%20Q3%202017%20ENG%20FINAL.pdf>

## 1) Community Engagement and Public Safety

### Projected Outcomes:

Community policing has been central to An Garda Síochána’s policing approach since our foundation. The Policing Plan 2018 will support the evolution of that ethos and our community oriented philosophy. Community engagement and public safety will become the primary focus of policing in Ireland. This evolution will show in our commitment to preventing crime, making communities safer and engaging with all sections of society. Our success in doing this will be visible in the following outcomes:

- **Public Attitudes Survey - Reduce those who see crime as a very serious or serious problem locally in 2018**
- **Public Attitudes Survey - Increased Garda visibility in 2018**
- **Public Attitudes Survey - Public perception that An Garda Síochána is community focused is increased in 2018**
- **Public Attitudes Survey - Public satisfaction with the service provided to local communities is increased in 2018**
- **Public Attitudes Survey - The proportion of people who feel that AGS treats all people equally, irrespective of background increased**

### We will achieve this by:

Initiative	Q1	Q2	Q3	Q4	Year-end Target
<p><b>A High Visibility Policing</b></p> <p><b>The Division will initiate a sectorised High Visibility Community Policing Model in the Waterford, Dungarvan and Tramore Districts</b></p> <p><b>Each District will prepare Operational Policing Orders for key risk periods and locations</b></p>	<p><i>Sectoral Policing model established in the Dungarvan and Tramore District</i></p> <p><i>High Visibility Operational Policing Orders targeting crime and public order hotspots</i></p>	<p><i>Sectoral Policing model established in the Waterford District</i></p> <p><i>High Visibility Operational Policing Orders targeting crime and public order hotspots</i></p>	<p><i>Review of Sectoral Policing Model within Waterford Division completed</i></p> <p><i>High Visibility Operational Policing Orders targeting crime and public order hotspots</i></p>	<p><i>High Visibility Operational Policing Orders targeting crime and public order hotspots</i></p>	<p><i>Sectoral Policing Model established and operational within the Division</i></p> <p><i>Increase in Visibility within the Division</i></p> <p><i>Targeted Patrolling Operations</i></p>

<b>Initiative</b>	<b>Q1</b>	<b>Q2</b>	<b>Q3</b>	<b>Q4</b>	<b>Year-end Target</b>
<p><b>B Crime Prevention</b></p> <p><b>In conjunction with our strategic partners including the Waterford JPC, Community Relations Office, National Crime Prevention Office and our Community Safety Networks, we will hold a crime prevention seminar or initiative during each quarter in 2018</b></p>	<i>Themed Crime Prevention Seminar / Initiative held in the quarter in the Waterford District</i>	<i>Themed Crime Prevention Seminar / Initiative held in the quarter in the Tramore District</i>	<i>Themed Crime Prevention Seminar / Initiative held in the quarter in the Dungarvan District</i>	<i>Themed Crime Prevention Seminar / Initiative held in the quarter in the Waterford District</i>	<i>The Division will have achieved a minimum of four themed Crime Prevention public engagement seminars or initiatives within the Division during 2018.</i>
<p><b>C Engagement with minorities and other vulnerable groups</b></p> <p><b>Through the auspices of the Joint Policing Committee Strategic Plan, the Waterford Division will meet with representatives for minority and vulnerable groups in the Division to promote Crime Safety, the prevention of Hate Crime and increased trust and confidence in policing services.</b></p>	<p><i>Meeting of JPC Strategic Sub-Committee and engagement Group</i></p> <p><i>Number of "Hate Crimes" reported</i></p> <p><i>Number of Meetings with minority groups in each District</i></p>	<p><i>Meeting of JPC Strategic Sub-Committee and engagement Group</i></p> <p><i>Number of "Hate Crimes" reported</i></p> <p><i>Number of Meetings with minority groups in each District</i></p>	<p><i>Meeting of JPC Strategic Sub-Committee and engagement Group</i></p> <p><i>Number of "Hate Crimes" reported</i></p> <p><i>Number of Meetings with minority groups in each District</i></p>	<p><i>Meeting of JPC Strategic Sub-Committee and engagement Group</i></p> <p><i>Number of "Hate Crimes" reported</i></p> <p><i>Number of Meetings with minority groups in each District</i></p>	<p><i>Increase in confidence of minority groups in Policing Services in the Waterford Division.</i></p> <p><i>Public Perception of Community Focus increased.</i></p> <p><i>Victim Survey indicates a strong degree of respect for all victims of crime</i></p>

<b>Initiative</b>	<b>Q1</b>	<b>Q2</b>	<b>Q3</b>	<b>Q4</b>	<b>Year-end Target</b>
<p><b>D Children and Young People (including child protection)</b></p> <p><i>The Division will deliver the Garda Primary and Secondary Schools Programme within each School in the Division</i></p> <p><i>Roll out the “Safe Socialising” programme within the Waterford Division</i></p>	<p><i>Number of School Visits Conducted</i></p>	<p><i>Number of School Visits Conducted</i></p> <p><i>Train Schools Programme Team in the delivery of “Safe Socialising” Programme</i></p>	<p><i>Number of School Visits Conducted</i></p>	<p><i>Number of School Visits Conducted</i></p> <p><i>Deliver the “Safe Socialising” programme to Transition year students.</i></p>	<p><i>Each School visited and Schools Programme delivered to each School</i></p> <p><i>“Safe Socialising” Programme delivered.</i></p>
<p><b>E Garda Reserve Management &amp; Utilisation</b></p> <p><i>The Division will host a Reserve Garda Information day in each District in 2018</i></p>		<p><i>Garda Reserve Information day held in Dungarvan District</i></p>	<p><i>Garda Reserve Information day held in Waterford District</i></p>	<p><i>Garda Reserve Information day held in Tramore District</i></p>	<p><i>A Garda Reserve Information Day held in each District in the Division in 2018.</i></p>
<p><b>F Victim Services</b></p> <p><i>The Division will conduct a Victim engagement Survey to measure the satisfaction rates of victims of crime within the Division with the level of service provided.</i></p> <p><i>The reference period will be those persons who were victims of crime between 1/1/17 and 30/6/17</i></p>	<p><i>100% of Victim Letters issued</i></p>	<p><i>Victim Survey completed</i></p> <p><i>100% of Victim Letters issued</i></p>	<p><i>Analysis of Victim Survey Completed</i></p> <p><i>100% of Victim Letters issued</i></p>	<p><i>Results of Victim Survey communicated and Improvement Plan communicated to Divisional Management Team</i></p> <p><i>100% of Victim Letters issue</i></p>	<p><i>Improved delivery of services to Victims of Crime within the Division. Improving Victim Satisfaction Rates</i></p> <p><i>100% of Victim Letters issued</i></p>



<b>Initiative</b>	<b>Q1</b>	<b>Q2</b>	<b>Q3</b>	<b>Q4</b>	<b>Year-end Target</b>
<p><b>G Anti-social behaviour and crimes against public order</b></p> <p><i>Waterford Division will continue to utilise the multi-stakeholder forums such as</i></p> <ul style="list-style-type: none"> <li>• Purple Flag</li> <li>• City Safe</li> <li>• JPC</li> </ul> <p><i>And the provision of Weekend Operational Orders to target, ASB and public Order incidents, creating a safe and vibrant night time economy in Waterford</i></p>	<p><i>Operational Orders submitted by each District</i></p> <p><i>Number of meetings of Purple Flag</i></p> <p><i>Number of Meetings of City Safe Group</i></p> <p><i>Stabilisation of Public Order incidents</i></p> <p><i>Reduction in numbers of Assaults</i></p> <p><i>Support the “Ask for Angela” campaign</i></p>	<p><i>Operational Orders submitted by each District</i></p> <p><i>Number of meetings of Purple Flag</i></p> <p><i>Number of Meetings of City Safe Group</i></p> <p><i>Stabilisation of Public Order incidents</i></p> <p><i>Reduction in numbers of Assaults</i></p> <p><i>Support the “Ask for Angela” campaign</i></p>	<p><i>Operational Orders submitted by each District</i></p> <p><i>Number of meetings of Purple Flag</i></p> <p><i>Number of Meetings of City Safe Group</i></p> <p><i>Stabilisation of Public Order incidents</i></p> <p><i>Reduction in numbers of Assaults</i></p> <p><i>Support the “Ask for Angela” campaign</i></p>	<p><i>Operational Orders submitted by each District</i></p> <p><i>Number of meetings of Purple Flag</i></p> <p><i>Number of Meetings of City Safe Group</i></p> <p><i>Stabilisation of Public Order incidents</i></p> <p><i>Reduction in numbers of Assaults</i></p> <p><i>Support the “Ask for Angela” campaign</i></p>	<p><i>All meetings of Purple Flag and City Safe Group held.</i></p> <p><i>Stabilisation of Public Order Incidents</i></p> <p><i>Reduction in Assaults</i></p>
<p><b>H Missing Persons</b></p> <p><i>Each Missing Person to be risk assessed and investigated in accordance with Policy</i></p>	<p><i>All Missing Person Cases reviewed by District Officer</i></p>	<p><i>All Missing Person Cases reviewed by District Officer</i></p>	<p><i>All Missing Person Cases reviewed by District Officer</i></p>	<p><i>All Missing Person Cases reviewed by District Officer</i></p>	<p><i>All missing person incidents are reviewed, risk assessed and investigated.</i></p>

<b>Initiative</b>	<b>Q1</b>	<b>Q2</b>	<b>Q3</b>	<b>Q4</b>	<b>Year-end Target</b>
<p><b>I Major Emergency</b></p> <p><i>The Division will conduct an Emergency Response Exercise within the Division</i></p>		<p><i>Divisional Major Emergency Team will develop Emergency Response Exercise for the Waterford Division</i></p>		<p><i>Major Emergency Response Exercise completed and reviewed.</i></p>	<p><i>Exercise Held, reviewed and lessons learned implemented</i></p>
<p><b>J Event Management</b></p> <p><i>The Division provide a risk assessed response to all Major Events in the Division including, but not limited to:</i></p> <ul style="list-style-type: none"> <li>• <i>SPRAOI</i></li> <li>• <i>Tramore Races</i></li> <li>• <i>West Waterford Festival of Food</i></li> <li>• <i>Winterval</i></li> <li>• <i>St. Patricks Day</i></li> <li>• <i>Tallow Horse Fair</i></li> <li>• <i>Camphire International Horse Fair</i></li> <li>• <i>Harvest Festival</i></li> <li>• <i>PromFest</i></li> <li>• <i>Day Tripper</i></li> </ul>	<p><i>Risk Assessed Operational Orders provided for all major events within the Division</i></p>	<p><i>Risk Assessed Operational Orders provided for all major events within the Division</i></p>	<p><i>Risk Assessed Operational Orders provided for all major events within the Division</i></p>	<p><i>Risk Assessed Operational Orders provided for all major events within the Division</i></p>	<p><i>Operational Orders submitted for every event, reducing the risk posed by public order, Anti-Social Behaviour.</i></p>

## 2) Confronting Crime

### Projected Outcomes:

Policing Plan 2018 will continue to underline An Garda Síochána’s commitment to preventing crime before it occurs, as well as supporting and vindicating the rights of victims when crime does occur. Our success in doing so will be visible through the following outcomes:

- **Public Attitudes Survey - Increased victim satisfaction in 2018**
- **Public Attitudes Survey – Increase in those who say that fear of crime does not impact on their quality of life in 2018**
- **Public Attitudes Survey - Public opinion regarding the ability of An Garda Síochána to tackle crime increased in 2018**
- **Following recent downward trends, levels of incidents of burglary and robbery maintained in 2018**

### We will achieve this by:

Initiative	Q1	Q2	Q3	Q4	Year-end Target
<p><b>A Burglary</b></p> <p>The Division will aim to maintain the level of Burglaries within 2017 levels*</p> <p>The Division will aim to increase the Divisional Detection rate for Burglary to 22%</p> <p>*ICCS crime Trend Data</p>	<p><i>Number of Burglaries within the Waterford Division is less than 136</i></p> <p><i>Burglary Detection rate is equal to or greater than 22%</i></p>	<p><i>Number of Burglaries within the Waterford Division is less than 252</i></p> <p><i>Burglary Detection rate is equal to or greater than 22%</i></p>	<p><i>Number of Burglaries within the Waterford Division is less than 385</i></p> <p><i>Burglary Detection rate is equal to or greater than 22%</i></p>	<p><i>Number of Burglaries within the Waterford Division is less than <b>545</b></i></p> <p><i>Burglary Detection rate is equal to or greater than 22%</i></p>	<p><i>Number of Burglaries within the Waterford Division is less than <b>545</b></i></p> <p><i>Burglary Detection rate is equal to or greater than 22%</i></p>

<b>Initiative</b>	<b>Q1</b>	<b>Q2</b>	<b>Q3</b>	<b>Q4</b>	<b>Year-end Target</b>
<p><b>B Robbery</b></p> <p>The Division will aim to maintain the level of Robberies within 2017 levels*</p> <p>The Division will aim to increase the Divisional Detection rate for Robbery above 64% *ICCS crime Trend Data</p>	<p><i>Number of Robberies within the Division less than or equal to 7</i></p> <p><i>Detection rate for Robberies within the Waterford Division is greater than 64%</i></p>	<p><i>Number of Robberies within the Division less than or equal to 25</i></p> <p><i>Detection rate for Robberies within the Waterford Division is greater than 64%</i></p>	<p><i>Number of Robberies within the Division less than or equal to 31</i></p> <p><i>Detection rate for Robberies within the Waterford Division is greater than 64%</i></p>	<p><i>Number of Robberies within the Division less than or equal to 43</i></p> <p><i>Detection rate for Robberies within the Waterford Division is greater than 64%</i></p>	<p><i>Number of Robberies within the Division less than or equal to 43</i></p> <p><i>Detection rate for Robberies within the Waterford Division is greater than 64%</i></p>
<p><b>C Assault (Incidents / Detections)</b></p> <p>The Division will aim to reduce the level of Assaults by 5% from 2017 levels*</p> <p>The Division will aim to increase the Divisional Detection rate for Assault above 53% *ICCS crime Trend Data</p>	<p><i>Number of Assaults within the Division is less than 100</i></p> <p><i>Divisional Detection rate for assault is above 53%</i></p>	<p><i>Number of Assaults within the Division is less than 261</i></p> <p><i>Divisional Detection rate for assault is above 53%</i></p>	<p><i>Number of Assaults within the Division is less than 401</i></p> <p><i>Divisional Detection rate for assault is above 53%</i></p>	<p><i>Number of Assaults within the Division is less than 540</i></p> <p><i>Divisional Detection rate for assault is above 53%</i></p>	<p><i>Number of Assaults within the Division is less than 540</i></p> <p><i>Divisional Detection rate for assault is above 53%</i></p>

<b>Initiative</b>	<b>Q1</b>	<b>Q2</b>	<b>Q3</b>	<b>Q4</b>	<b>Year-end Target</b>
<p><b>D Assault reduction (Where appropriate, link to high visibility and public safety initiatives under Priority 1)</b></p> <p><i>With the assistance of the Regional Analysis Service, the Division will review the location of Assaults for the purpose of informing our high visibility tactical response.</i></p> <p><i>The Division will utilise local media streams to communicate a safe socialising message.</i></p>	<p><i>At least one media message under operation THOR dealing with the issue of Assaults</i></p>	<p><i>Analysis of Assaults within the Division informing tactical response orders</i></p> <p><i>At least one media message under operation THOR dealing with the issue of Assaults</i></p>	<p><i>Engagement with WIT Students on safe socialising and SSHH (Silent Students Happy Homes) Initiative</i></p> <p><i>At least one media message under operation THOR dealing with the issue of Assaults</i></p>	<p><i>At least one media message under operation THOR dealing with the issue of Assaults</i></p>	<p><i>Reduction in Assaults in line with previous KPI</i></p> <p><i>Increase in Public Confidence regarding visibility and perception of crime in the Waterford Division</i></p>
<p><b>E Organised Crime (incl. drugs and firearms offences)</b></p> <p><i>Working with our National Units, the Waterford Division will conduct a review of all OCG's operating within the Division for the purpose of initiating enforcement actions</i></p>	<p><i>Quarterly review of OCG's conducted by each District</i></p> <p><i>Number of Operations conducted against OCG's within the Division</i></p> <p><i>Number of Drug Detections reaching the threshold of a Section 15 MDA Detection</i></p>	<p><i>Quarterly review of OCG's conducted by each District</i></p> <p><i>Number of Operations conducted against OCG's within the Division</i></p> <p><i>Number of Drug Detections reaching the threshold of a Section 15 MDA Detection</i></p>	<p><i>Quarterly review of OCG's conducted by each District</i></p> <p><i>Number of Operations conducted against OCG's within the Division</i></p> <p><i>Number of Drug Detections reaching the threshold of a Section 15 MDA Detection</i></p>	<p><i>Quarterly review of OCG's conducted by each District</i></p> <p><i>Number of Operations conducted against OCG's within the Division</i></p> <p><i>Number of Drug Detections reaching the threshold of a Section 15 MDA Detection</i></p>	<p><i>Each OCG is reviewed within the Division and an appropriate enforcement action taken.</i></p> <p><i>Increase in the number of Section 15 Misuse of Drugs Act Detections</i></p>

<b>Initiative</b>	<b>Q1</b>	<b>Q2</b>	<b>Q3</b>	<b>Q4</b>	<b>Year-end Target</b>
<p><b>F Organised Crime (Local targets / plans)</b></p> <p><i>Divisional Crime team to review and profile all known operating OCG's within the Division</i></p>	<i>Number of operations initiated at OCG's</i>	<i>Number of operations initiated at OCG's</i>	<i>Number of operations initiated at OCG's</i>	<i>Number of operations initiated at OCG's</i>	<i>Number of operations initiated at OCG's</i>
<p><b>G CHIS</b></p> <p><i>Promote the referral of appropriate persons to the RSMU.</i></p> <p><i>Provide a briefing to each District on CHIS management by members attached to the RSMU</i></p>	<p><i>Number of Referrals to RSMU</i></p> <p><i>Number of Briefings provided by RSMU</i></p>	<p><i>Number of Referrals to RSMU</i></p> <p><i>Number of Briefings provided by RSMU</i></p>	<p><i>Number of Referrals to RSMU</i></p> <p><i>Number of Briefings provided by RSMU</i></p>	<p><i>Number of Referrals to RSMU</i></p> <p><i>Number of Briefings provided by RSMU</i></p>	<p><i>Increase number of sources within RSMU</i></p> <p><i>Increase in number of referrals to unit</i></p> <p><i>Increase in quality and quantity of intelligence emanating from RSMU</i></p>
<p><b>H Offender Management (Burglary and repeat volume crime offenders)</b></p> <p><i>Continue to support and the develop the JARC project within the Waterford Division</i></p> <p><i>Implement the SAOR Model within the Division</i></p>	<i>Number of Persons included in JARC system</i>	<i>Number of Persons included in JARC system</i>	<p><i>Number of Persons included in JARC system.</i></p> <p><i>Implement SAOR Project in Waterford Division</i></p>	<p><i>Number of Persons included in JARC system.</i></p> <p><i>Number of Persons included in the SAOR Project.</i></p>	<p><i>JARC and SAOR systems fully operational within the Division and appropriate targets included within the management systems.</i></p>

Initiative	Q1	Q2	Q3	Q4	Year-end Target
<p><b>I Sexual offences</b></p> <p><i>All Sexual Offences are Risk Assessed for investigation by the Divisional Protective Services Unit (VPPU).</i></p> <p><i>All Sexual Offence incidents are fully investigated.</i></p> <p><i>Increase in public Confidence to report Sexual Offences.</i></p>	<p>100% of Sexual Offence incidents risk assessed for management and investigation by PSU</p> <p>Number of Sexual incidents open on PAF system.</p> <p>Increase in number of Sexual Offence Incidents reported.</p>	<p>100% of Sexual Offence incidents risk assessed for management and investigation by PSU</p> <p>Number of Sexual incidents open on PAF system.</p> <p>Increase in number of Sexual Offence Incidents reported.</p>	<p>100% of Sexual Offence incidents risk assessed for management and investigation by PSU</p> <p>Number of Sexual incidents open on PAF system.</p> <p>Increase in number of Sexual Offence Incidents reported.</p>	<p>100% of Sexual Offence incidents risk assessed for management and investigation by PSU</p> <p>Number of Sexual incidents open on PAF system.</p> <p>Increase in number of Sexual Offence Incidents reported.</p>	<p>Increase in reporting rate for Sexual Offences</p> <p>All Sexual Offences reviewed by District Officer</p> <p>All Sexual Offences assigned for investigation</p> <p>All Sexual Offence incidents managed through PULSE Management System.</p>
<p><b>J Domestic Abuse Intervention</b></p> <p><i>Each Domestic Violence Victim will receive the following service.</i></p> <ul style="list-style-type: none"> <li>• <i>Contact by Victim Service Office</i></li> <li>• <i>Risk Assessment by District Officer</i></li> <li>• <i>Call back within 7 days of original incident</i></li> <li>• <i>Personal Safety and Crime Prevention Advice</i></li> </ul> <p><i>All Domestic Violence Incidents and All Incidents with Domestic Motive to be reviewed by DIQAU and District Officers</i></p>	<p><i>Number of Victim Engagements outstanding</i></p> <p><i>Number of Call backs outstanding (Governance Report)</i></p> <p><i>Number of Superintendent Assessments Outstanding</i></p> <p><i>Domestic Violence Incidents quarterly review competed</i></p>	<p><i>Number of Victim Engagements outstanding</i></p> <p><i>Number of Call backs outstanding (Governance Report)</i></p> <p><i>Number of Superintendent Assessments Outstanding</i></p> <p><i>Domestic Violence Incidents quarterly review competed</i></p>	<p><i>Number of Victim Engagements outstanding</i></p> <p><i>Number of Call backs outstanding (Governance Report)</i></p> <p><i>Number of Superintendent Assessments Outstanding</i></p> <p><i>Domestic Violence Incidents quarterly review competed</i></p>	<p><i>Number of Victim Engagements outstanding</i></p> <p><i>Number of Call backs outstanding (Governance Report)</i></p> <p><i>Number of Superintendent Assessments Outstanding</i></p> <p><i>Domestic Violence Incidents quarterly review competed</i></p>	<p>Enhance level of Domestic Violence Engagement leading to:</p> <ul style="list-style-type: none"> <li>• Increase in prosecutions for breaches of Domestic Violence Act</li> <li>• Increased Victim Satisfaction with Garda Service</li> <li>• All incidents reviewed and managed</li> <li>• All call-backs completed.</li> </ul>

### 3) Roads Policing

#### Projected Outcomes:

The preservation of life is a key priority for An Garda Síochána. Keeping our roads safe helps to protect lives and reduce serious injuries. Our key performance indicators in this area will be:

- **Less than 132 deaths on our roads nationally in 2018 as per National Road Safety Strategy 2013-2020**
- **Less than 363 serious injuries on our roads nationally in 2018 as per National Road Safety Strategy 2013-2020**
- **Increased detections of key lifesaver offences by 10% (baseline 2017)**
- **Reduced opportunities for criminal use of our road network**

#### We will achieve this by:

Initiative	Q1	Q2	Q3	Q4	Year-end Target
<b>A High Visibility Policing</b>  The Division will hold at least 6 High Visibility Super MIT per week	<i>Number of Super MIT Checkpoints held</i>	<i>Number of Super MIT Checkpoints held</i>	<i>Number of Super MIT Checkpoints held</i>	<i>Number of Super MIT Checkpoints held</i>	<i>A minimum of 104 Super MIT checkpoints held in 2018</i>
<b>B Road Safety</b>  The Garda Road Safety Show – “it won’t happen to me” will be delivered to every transition year class in the Division	<i>Number of Transition Year classes receiving Road Safety Programme</i>	<i>Number of Transition Year classes receiving Road Safety Programme</i>	<i>Number of Transition Year classes receiving Road Safety Programme</i>	<i>Number of Transition Year classes receiving Road Safety Programme</i>	Every Transition Year class in the Division presented with the Road Safety Programme – “it won’t happen to me”



Initiative	Q1	Q2	Q3	Q4	Year-end Target
<p><b>C Traffic Flow Management</b></p> <p><i>Each District will liaise with local stakeholder groups including the local authority on the implementation of traffic management plans</i></p>	Number of traffic management flow issues addressed	Number of traffic management flow issues addressed	Number of traffic management flow issues addressed	Number of traffic management flow issues addressed	<p><i>Reduction in the number of public complaints regarding traffic management and flow reduced.</i></p> <p><i>No of traffic management issues addressed.</i></p>
<p><b>D Lifesaver Offences Detections</b></p> <p><i>Increase lifesaver offences by 10%</i></p> <ul style="list-style-type: none"> <li>• <b>Mobile Phone</b></li> <li>• <b>Seatbelts</b></li> <li>• <b>Intercept Speeding</b></li> <li>• <b>DWI</b></li> </ul>	<p>Lifesaver Offences Detections for YTD increased by 10% *</p> <ul style="list-style-type: none"> <li>• Mobile Phone &gt; 144</li> <li>• Seatbelts &gt; 76</li> <li>• Intercept Speed &gt; 282</li> <li>• DWI &gt; 72</li> </ul> <p>*based on quarterly averages</p>	<p>Lifesaver Offences Detections for YTD increased by 10% *</p> <ul style="list-style-type: none"> <li>• Mobile Phone &gt; 288</li> <li>• Seatbelts &gt; 152</li> <li>• Intercept Speed &gt; 564</li> <li>• DWI &gt; 144</li> </ul> <p>*based on quarterly averages</p>	<p>Lifesaver Offences Detections for YTD increased by 10% *</p> <ul style="list-style-type: none"> <li>• Mobile Phone &gt; 432</li> <li>• Seatbelts &gt; 228</li> <li>• Intercept Speed &gt; 846</li> <li>• DWI &gt; 216</li> </ul> <p>*based on quarterly averages</p>	<p>Lifesaver Offences Detections for YTD increased by 10% *</p> <ul style="list-style-type: none"> <li>• Mobile Phone &gt; 576</li> <li>• Seatbelts &gt; 304</li> <li>• Intercept Speed &gt; 1,128</li> <li>• DWI &gt; 288</li> </ul> <p>*based on quarterly averages</p>	<p><b><i>Increase in number of intercept lifesaver offences by 10% in the categories of</i></b></p> <ul style="list-style-type: none"> <li>• <b><i>Mobile Phone</i></b></li> <li>• <b><i>Seatbelts</i></b></li> <li>• <b><i>Intercept Speeding</i></b></li> <li>• <b><i>Drivers under the influence.</i></b></li> </ul> <p><b><i>Total number of lifesaver offences to be in excess of 2,316 for the Division</i></b></p>

Initiative	Q1	Q2	Q3	Q4	Year-end Target
<p><b>E Issuance of Manual Summonses arising from the FCPS system</b></p> <p><i>Each District will ensure that all summonses arising out of the non payment of FCPS Notices are issued.</i></p>	<p><i>Number of Summons issued arising out of non payment of FCPS Notices,</i></p> <p><i>Number of Summons <b><u>not</u></b> issued arising out of the non-payment of FCPS Notices.</i></p>	<p><i>Number of Summons issued arising out of non payment of FCPS Notices,</i></p> <p><i>Number of Summons <b><u>not</u></b> issued arising out of the non-payment of FCPS Notices.</i></p>	<p><i>Number of Summons issued arising out of non payment of FCPS Notices,</i></p> <p><i>Number of Summons <b><u>not</u></b> issued arising out of the non-payment of FCPS Notices.</i></p>	<p><i>Number of Summons issued arising out of non payment of FCPS Notices,</i></p> <p><i>Number of Summons <b><u>not</u></b> issued arising out of the non-payment of FCPS Notices.</i></p>	<p><i>100% of all FCPS notices that are not paid progress to the issuing of summonses.</i></p>

## 4) National and International Security

### Projected Outcomes:

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:

Initiative	Q1	Q2	Q3	Q4	Year-end Target
<p><b>A Identification and protection of critical infrastructure</b></p> <p><i>Each District will review the Critical Infrastructure within their operational area and put in place an appropriate operational plan for ensuring its safety</i></p>		<p><i>Review of Critical Infrastructure conducted within each District</i></p>		<p><i>Operational Order Developed for the protection of Critical Infrastructure.</i></p>	<p><i>Review of the Critical Infrastructure and an appropriate operational plan for ensuring its safety in place.</i></p>

<b>Initiative</b>	<b>Q1</b>	<b>Q2</b>	<b>Q3</b>	<b>Q4</b>	<b>Year-end Target</b>
<p><b>E Local Subversive Targets</b></p> <p><i>Each local subversive target will be reviewed on a quarterly basis</i></p> <p><i>Arising out of the review of subversive targets, appropriate policing and security interventions actioned</i></p>	<p><i>Quarterly review of Subversive Targets complete</i></p> <p><i>Number of Operations conducted against subversive targets</i></p>	<p><i>Quarterly review of Subversive Targets complete</i></p> <p><i>Number of Operations conducted against subversive targets</i></p>	<p><i>Quarterly review of Subversive Targets complete</i></p> <p><i>Number of Operations conducted against subversive targets</i></p>	<p><i>Quarterly review of Subversive Targets complete</i></p> <p><i>Number of Operations conducted against subversive targets</i></p>	<p><i>Quarterly review of Subversive Targets completed and appropriate policing and security interventions taken</i></p>

## 5) Organisational Development and Capacity Improvement

### Projected Outcomes:

In furthering our efforts towards renewing the culture of An Garda Síochána and progressing An Garda Síochána’s Modernisation and Renewal Programme (2016 – 2021), the following areas will be prioritised in 2018:

- **Composition and Structure of the Garda Workforce**
- **Garda Resource Deployment**
- **Supervision**
- **Improved Data Quality**
- **Cultural Renewal**
- **Enhanced Governance**

### We will achieve this by:

Initiative	Q1	Q2	Q3	Q4	Year-end Target
<b>Code of Ethics</b>  <i>Embed the Code of Ethics throughout the District</i>	<i>Ensure all district personnel are trained in accordance with national scheduling</i>  <i>Ensure all Organisational ethics initiatives are fully supported and implemented</i>	<i>Ensure all district personnel are trained in accordance with national scheduling</i>  <i>Ensure all Organisational ethics initiatives are fully supported and implemented</i>	<i>Ensure all Organisational ethics initiatives are fully supported and implemented</i>	<i>Ensure all Organisational ethics initiatives are fully supported and implemented</i>	<i>Ensure that 100% of district personnel are trained in the Code of Ethics by end Q2</i>  <i>All ethics initiatives supported and implemented</i>

<b>Initiative</b>	<b>Q1</b>	<b>Q2</b>	<b>Q3</b>	<b>Q4</b>	<b>Year-end Target</b>
<p><b>B Performance and Learning Framework (PALF)</b></p> <p><i>Utilise PALF to enhance organisational performance and implementation of the District Policing Plan.</i></p>	<p><i>Ensure that each Garda member is trained in accordance with CPD scheduling.</i></p> <p><i>Ensure that each trained member engages in 1 performance review.</i></p>	<p><i>Ensure that each Garda member is trained in accordance with CPD scheduling.</i></p> <p><i>Ensure that each trained member engages in 1 performance review.</i></p>	<p><i>Ensure that each Garda member is trained in accordance with CPD scheduling.</i></p> <p><i>Ensure that each trained member engages in 1 performance review.</i></p>	<p><i>Ensure that each Garda member is trained in accordance with CPD scheduling.</i></p> <p><i>Ensure that each trained member engages in 1 performance review.</i></p>	<p><i>Ensure that 100% of district personnel are trained in PALF.</i></p> <p><i>Ensure that 100% district Garda members undertake 1 annual review meeting.</i></p>
<p><b>C Data Quality</b></p> <p><i>The Divisional Inspection and Quality Assurance Team will conduct quarterly data quality reviews of PULSE incidents</i></p> <p><i>Each District Officer as part of their Daily PAF Meetings will review and certify the classification and completion of incidents in accordance with policy</i></p> <p><i>Each District Officer is to include Data Quality in at least one review under HQ Directive 59/2014</i></p>	<p><i>Quarterly review of DIQAU provided to management team.</i></p> <p><i>All incidents reviewed in accordance with PAF guidelines.</i></p> <p><i>All incidents with Investigating member and nominated supervisor</i></p> <p><i>Each District Officer to submit review in accordance with HQ Directive 59/2014</i></p>	<p><i>Quarterly review of DIQAU provided to management team.</i></p> <p><i>All incidents reviewed in accordance with PAF guidelines.</i></p> <p><i>All incidents with Investigating member and nominated supervisor</i></p> <p><i>Each District Officer to submit review in accordance with HQ Directive 59/2014</i></p>	<p><i>Quarterly review of DIQAU provided to management team.</i></p> <p><i>All incidents reviewed in accordance with PAF guidelines.</i></p> <p><i>All incidents with Investigating member and nominated supervisor</i></p> <p><i>Each District Officer to submit review in accordance with HQ Directive 59/2014</i></p>	<p><i>Quarterly review of DIQAU provided to management team.</i></p> <p><i>All incidents reviewed in accordance with PAF guidelines.</i></p> <p><i>All incidents with Investigating member and nominated supervisor</i></p> <p><i>Each District Officer to submit review in accordance with HQ Directive 59/2014</i></p>	<p><i>All Garda PULSE incidents reviewed and properly categorised.</i></p> <p><i>All criminal incidents assigned for investigation</i></p> <p><i>Data enquiries on PULSE in accordance with the governing instructions and the Data Protection Act.</i></p>

Initiative	Q1	Q2	Q3	Q4	Year-end Target
<p><b>D Risk Management</b></p> <p><i>Manage District risks in accordance with policy. Addressed risks through appropriate actions.</i></p>	<ul style="list-style-type: none"> <li>Discuss District risks weekly at PAF.</li> <li>Update Risk Register at least every Month.</li> <li>Forward Risk Register quarterly to Divisional Office.</li> </ul>	<ul style="list-style-type: none"> <li>Discuss District risks weekly at PAF.</li> <li>Update Risk Register at least every Month.</li> <li>Forward Risk Register quarterly to Divisional Office.</li> </ul>	<ul style="list-style-type: none"> <li>Discuss District risks weekly at PAF.</li> <li>Update Risk Register at least every Month.</li> <li>Forward Risk Register quarterly to Divisional Office.</li> </ul>	<ul style="list-style-type: none"> <li>Discuss District risks weekly at PAF.</li> <li>Update Risk Register at least every Month.</li> <li>Forward Risk Register quarterly to Divisional Office.</li> </ul>	<p><b>District Risk Registers updated on ongoing basis.</b></p> <p><b>Registers forwarded quarterly to Divisional Office.</b></p>
<p><b>E Human Resources / Civilianisation</b></p> <p><i>Establishment of Court Presenters Office within the Waterford Division and the provision of Clerical Officers to same.</i></p> <p><i>Allocation of appropriate resources to Roads Policing Unit in accordance with National Guidelines</i></p> <p><i>Allocation of appropriate resources to Protective Services Unit (VPPU) in accordance with National Guidelines</i></p> <p><i>All identified Garda roles suitable for civilianisation identified and filled</i></p>	<p><i>Resource allocation to Roads Policing Unit in accordance with National Guidelines</i></p> <p><i>Resource allocation to Protective Services Unit in accordance with National Guidelines</i></p> <p><i>Number of Gardaí released to Civilianisation</i></p>	<p><i>Resource allocation to Roads Policing Unit in accordance with National Guidelines</i></p> <p><i>Resource allocation to Protective Services Unit in accordance with National Guidelines</i></p> <p><i>Number of Gardaí released to Civilianisation</i></p>	<p><i>Court Presenters Office established in the Divisional with appropriate resource allocation</i></p> <p><i>Resource allocation to Roads Policing Unit in accordance with National Guidelines</i></p> <p><i>Resource allocation to Protective Services Unit in accordance with National Guidelines</i></p> <p><i>Number of Gardaí released to Civilianisation</i></p>	<p><i>Resource allocation to Roads Policing Unit in accordance with National Guidelines</i></p> <p><i>Resource allocation to Protective Services Unit in accordance with National Guidelines</i></p> <p><i>Number of Gardaí released to Civilianisation</i></p>	<p><b>Court Presenters Office Established</b></p> <p><b>Roads Policing Unit resourced appropriately</b></p> <p><b>VPPU resources appropriately</b></p> <p><b>Number of Gardaí released to operational duties.</b></p>

<b>Initiative</b>	<b>Q1</b>	<b>Q2</b>	<b>Q3</b>	<b>Q4</b>	<b>Year-end Target</b>
<p><b>F Internal Audit</b></p> <p><i>Full Divisional Compliance with HQ Directive 59/2014</i></p>	<p><i>Each District submits an Inspection in accordance with HQ Directive 59/2014.</i></p>	<p><i>Each District submits an Inspection in accordance with HQ Directive 59/2014.</i></p> <p><i>Divisional Inspection submitted to AC SER in accordance with HQ Directive 59/2014</i></p>	<p><i>Each District submits an Inspection in accordance with HQ Directive 59/2014.</i></p>	<p><i>Each District submits an Inspection in accordance with HQ Directive 59/2014.</i></p> <p><i>Divisional Inspection submitted to AC SER in accordance with HQ Directive 59/2014</i></p>	
<p><b>G Modernisation and Renewal Programme</b></p> <p><i>Establishment of the Regional Command and Control Room at Waterford Garda Station implemented and supported</i></p>	<p><i>Recruitment and training of civilian Call takers</i></p> <p><i>Advertisement of Control Room for Gardaí and Sergeants.</i></p> <p><i>Provision of Staff from Regional Centres</i></p> <p><i>Establishment of Regional Project Team to support project.</i></p> <p><i>Review of infrastructure to support project</i></p>	<p><i>Completion of technical support infrastructure to allow migration of Control Room Functionality to Regional Control Room</i></p>	<p><i>Establishment of Regional Control Room within Waterford District</i></p>		<p><i>Regional Control Room established</i></p>



<b>Initiative</b>	<b>Q1</b>	<b>Q2</b>	<b>Q3</b>	<b>Q4</b>	<b>Year-end Target</b>
<b>H Finance</b>					
<i>The Waterford Division will ensure best use of public monies through the procurement of a new tender for the provision of Gardening Services for every Garda Station within the Division</i>	<i>RFT for Gardening issued, evaluated and contract awarded</i>				<i>New Gardening contract established</i>
<i>The Division will continue to review its housing requirement of housing stock to ensure the best use of State Assets</i>	<i>Number of assets no longer required and recommend for return to OPW.</i>	<i>Number of assets no longer required and recommend for return to OPW.</i>	<i>Number of assets no longer required and recommend for return to OPW.</i>	<i>Number of assets no longer required and recommend for return to OPW.</i>	<i>Stations surplus to requirements returned to the ownership of OPW</i>
<i>The Division will prudently manage its Divisional Budget allocation.</i>	<i>Budgetary Performance reviewed at Divisional PAF meeting</i>	<i>Budgetary Performance reviewed at Divisional PAF meeting</i>	<i>Budgetary Performance reviewed at Divisional PAF meeting</i>	<i>Budgetary Performance reviewed at Divisional PAF meeting</i>	<i>Division is performing in line with Budgetary Constraints.</i>
<i>The Divisional Procurement Committee will continue to monitor and evaluate the performance of the Divisional Towing and Cleaning Contracts</i>	<i>Number of issues identified by the Divisional Procurement Committee as part of service reviews</i>	<i>Number of issues identified by the Divisional Procurement Committee as part of service reviews</i>	<i>Number of issues identified by the Divisional Procurement Committee as part of service reviews</i>	<i>Number of issues identified by the Divisional Procurement Committee as part of service reviews</i>	

Initiative	Q1	Q2	Q3	Q4	Year-end Target
<p><i>I Sickness absence management</i></p> <p><i>New District and Divisional Management Structure established to monitor and review sickness absence management including;</i></p> <ul style="list-style-type: none"> <li>• <i>New Divisional Office Structures to manage sickness</i></li> <li>• <i>Early referral system to CMO</i></li> <li>• <i>Active monitoring of CMO advices</i></li> <li>• <i>Return to Work protocols fully adhered to</i></li> <li>• <i>Complaine monitoring in terms of sickness absence management</i></li> <li>• <i>Sickness Absence part of Divisional Governance Agenda</i></li> </ul>					<p><i>Reduction in number of staff on short and long term illness</i></p>

## Appendix

<b>2018 Priorities Areas of the Policing Authority</b>		
<b>Confronting Crime</b>	Organised Crime <ul style="list-style-type: none"> <li>• Drugs</li> <li>• Human Trafficking</li> <li>• Cross Border Crime</li> </ul> Brexit Preparedness Cybercrime White Collar Crime/Fraud	Crimes against the Person and Property <ul style="list-style-type: none"> <li>• Sexual Offences</li> <li>• Illegal Weapons</li> <li>• Robberies</li> <li>• Assaults</li> <li>• Domestic Violence</li> <li>• Burglary</li> </ul>
<b>Community Policing and Public Safety</b>	Victims <ul style="list-style-type: none"> <li>• Victim satisfaction</li> <li>• Vulnerable victims</li> <li>• Hate Crime</li> </ul>	Major incident Planning Community Policing and Anti-Social Behaviour Crime Prevention Garda Visibility
<b>Roads Policing</b>	Safeguarding Road Users	Denying Criminals the use of Roads
<b>Organisational Development and Capacity Improvement</b>	Implementation of the Code of Ethics Data Quality, Governance and Stewardship Quality of Crime Investigation	Organisation Development <ul style="list-style-type: none"> <li>• Modernisation and Renewal Programme</li> <li>• Civilianisation</li> <li>• Supervision</li> <li>• Culture Audit</li> <li>• Third Party Reports</li> </ul>
<b>Security Priority of the Minister for Justice and Equality 2018</b>		
To safeguard the security of the State by protecting the State and its people from terrorism and any other security threats to the State		