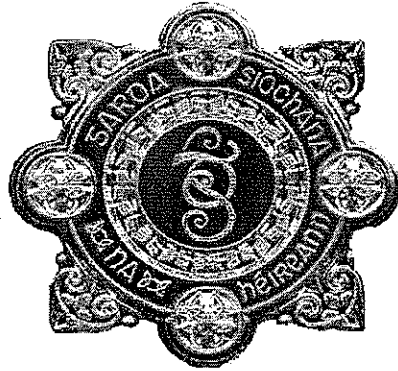


An Garda Síochána



Divisional Policing Plan 2006 Waterford / Kilkenny Garda Division

For further information contact:

Office of the Chief Superintendent,

An Garda Síochána,

Patrick Street,

Waterford.

Tel. No.: 051-305311

An Garda Síochána

National Strategic Goals 2004 - 2006

1. **National/International Security** - To reduce the threat of subversive and terrorist activity through intelligence-led policing and international cooperation.
2. **Crime** - To reduce the incidence of organised, drug related and serious crime, and criminal behaviour.
3. **Traffic** - To reduce the incidence of fatal and serious injury collisions and improve traffic flow.
4. **Public Safety** - To ensure public safety by reducing the incidence of public disorder and anti-social behaviour.
5. **Public Confidence** - To improve confidence in An Garda Síochána.
6. **Ethnic and Cultural Diversity** - To build the capability of An Garda Síochána to fulfill the emerging policing needs of our diverse ethnic and multi-cultural communities.



Foreword from the Divisional Officer

It is the publicly stated commitment and public duty of the Gardaí in Waterford/Kilkenny Division to provide a high quality, effective and accountable police service for all of our people. The privilege of developing and delivering this core public service places the Gardaí in a special and dutiful position to work with the people of the Division to improve *public safety* and enhance *public confidence* – the twin imperatives of our national policing strategy.

This Policing Plan for the year 2006 is the second in a series of three plans for the period 2005 -2007. It sets out how we plan to deliver policing services for and with the people of our two counties. Outwardly focused and citizen centered, the plan is committed to delivering in the public interest while reflecting the rights, needs and expectations of our communities, urban and rural alike.

Mirroring national priorities, it sets out the initiatives, actions and performance measures that you can expect the Gardaí to prioritise in six critical areas of policing – our six strategic goals shown opposite. Relentless pursuit of our policing initiatives, on a month by month basis, will help ensure that excellent results and outcomes will be achieved for our communities and other stakeholders.

Adopting a team based approach, we are building teams concentrated on four key service areas:

1. *Crime and fear creating criminal behaviour,*
2. *Traffic and road safety,*
3. *Emergency and Incident response, and*
4. *Community engagement and support.*

You can expect to see violent crime and fear creating criminal behaviours being tackled head on, with criminals being challenged and confronted robustly.

You can expect to see dangerous road users being intercepted, corrected, arrested and prosecuted as appropriate.

You can expect timely response to your calls for help and service, and to receive informative feedback on matters of concern to you and your loved ones,

You can expect to see disorderly and anti social street behaviours being engaged at several levels.

Anyone with a point of view or a suggestion which they feel would contribute to better policing in the Waterford/Kilkenny Division should please send their views to the office of the Chief Superintendent at Waterford Garda Station.

Chief Superintendent

Patrick V. Murphy

Dated: 6th January 2006

An Garda Síochána Policing Plan 2006

Strategic Goal One - National/International Security

To reduce the threat of subversive and terrorist activity through intelligence-led policing and international cooperation.

Actions	National Performance Indicators
Initiate intelligence-led operations against the dissident republican groups	Number of Garda operations commenced Number of prosecutions initiated
Develop and improve the quality of intelligence by broadening the intelligence source base in all sections of An Garda Síochána	The implementation of the national Covert Human Intelligence System (CHIS) Number of Gardaí trained in CHIS Number of crime analysts employed Volume of intelligence gathered/exchanged
Develop initiatives aimed at identifying, preventing and/or disrupting the activities of radical Islamic extremists	Number of initiatives developed Number of operations commenced Number of Garda members operating on external borders Number of international seminars/conferences and training programmes attended
Develop and maintain the exchange of intelligence between An Garda Síochána and Law Enforcement and security agencies worldwide.	Volume of intelligence exchanged Number of European Arrest Warrants sought and received Number of partnerships in place/developed Number of briefings to the Department of Justice, Equality and Law Reform Number of threat assessments prepared Number of meetings with international partners
Provide specialist assistance to Regional Commissioners against selected targets on an intelligence-led basis	Number of operations mounted in each Garda Region Number of arrests of subversive/terrorist suspects Quantity of arms/explosives seized Number of briefings provided to Regional Commissioners by Crime and Security Section

Waterford/Kilkenny Divisional Policing Plan 2006	
Strategic Goal One - National/International Security	
To reduce the threat of subversive and terrorist activity through intelligence-led policing and international cooperation.	
Divisional Initiatives & Actions	Divisional Performance Indicators
<p>1. Intelligence Capability 1.1 Review and Improve the intelligence capability of the Divisional Force in line with national policy</p>	<ul style="list-style-type: none"> ▪ Complete review and set out action plan ▪ Activate and deploy improved capability
<p>1.2 Develop and improve the quality of criminal intelligence processes by broadening the intelligence base in all sections of the Divisional Force</p>	<ul style="list-style-type: none"> ▪ Identify best practice in the gathering, processing, dissemination and deployment of criminal intelligence ▪ Engage every member in the intelligence process ▪ Number of Unit briefings by Criminal Intelligence Officer and Sergeants ▪ Volume of intelligence gathered ▪ Number of Gardai trained in CHIS
<p>2. Intelligence Driven Operations 2.1 Develop initiatives aimed at identifying, disrupting and preventing the activities of radical international extremist groups</p>	<ul style="list-style-type: none"> ▪ Number of Unit briefings by Detective Sergeants ▪ Number of Operations conducted at international points of entry within the Division, to wit, the Airports and Ports ▪ Volume of Intelligence flowing to Regional Team
<p>2.2 Initiate new intelligence-led operations against the various factions within illegal dissident republican groups</p>	<ul style="list-style-type: none"> ▪ Number of Garda Operations commenced ▪ Number of prosecutions initiated ▪ Volume of Intelligence flowing to Regional Team
<p>3. Immigration Law Enforcement 3.1 Continue to enforce immigration laws</p>	<ul style="list-style-type: none"> ▪ Number of new registrations of asylum seekers processed ▪ Number of inspections of workplaces for breaches of immigration laws ▪ Number of enforcement inspections at Ports and Airports ▪ Number of persons refused leave to land ▪ Number of deportation operations conducted in conjunction with G.N.I.B.
<u>Process Owners</u>	
<p>At Divisional Level, process ownership and performance progression of this strategic goal will be led by Superintendent Jeremiah Lynch, Tramore Garda Station, with Inspector Christopher Delaney Waterford supported by: Garda Christine Manning (CIO), Detective Sergeant David Walsh Waterford, Garda Pat Duggan, Waterford, Sergeant Anthony Merrigan Thomastown District, Detective Sergeant Jim Lyng Kilkenny and Sergeant Oliver Phelan Dungarvan..</p>	
<u>Performance Management</u>	
<p>Performance will be managed on a monthly basis with each District Officer and the Divisional Process Manager reporting to the Divisional Performance and Improvement Desk for the information and attention of the Divisional Officer. District and Divisional achievements and challenges will be reviewed monthly at the Divisional Management Conference. The Divisional Officer will account to the Regional Assistant Commissioner in accordance with his requirements.</p>	

An Garda Síochána Policing Plan 2006

Strategic Goal Two – Crime

To reduce the incidence of organised, drug related and serious crime, and criminal behaviour.

Actions	National Performance Indicators
Identify and profile, at divisional level, the main individuals/groups engaged in: organised/ serious crime and drug-related crime.	<p>Number of individuals/groups profiled.</p> <p>Monthly review of profiles carried out by Divisional Officers.</p> <p>Number of intelligence reports on the targeted individuals/groups.</p> <p>Number of regional threat assessments prepared.</p>
Implement the Code of Practice for the management of Covert Human Intelligence Sources.	<p>Dissemination of Code of Practice to all members of the service.</p> <p>Number of Garda personnel trained at each level.</p> <p>Number of intelligence bulletins issued by Criminal Intelligence Officers (CIOs).</p>
Further develop criminal intelligence capability at Divisional/District level.	<p>Criminal Intelligence Officer (CIO) will disseminate a monthly intelligence Bulletin to stations within his/her division.</p> <p>Number of briefings of members of the divisional staff by the CIO</p> <p>Identify and seek to build partnerships with appropriate external stakeholders.</p>
Further develop crime investigation management capability.	<p>Development of specific courses in crime investigation management.</p> <p>Number of personnel who completed these courses.</p> <p>Development of a DNA database in association with the Forensic Science Department of An Garda Síochána and the Department of Justice, Equality and Law Reform.</p>
Reduce the incidence of crime by 2% and increase detection rates by 2%.	<p>Number of headline crimes recorded and the percentage detected.</p> <p>Number of non-headline crimes recorded and the percentage detected.</p> <p>Number of targeted operations to reduce specified headline crimes.</p> <p>Number of domestic violence incidents/breaches of Court orders.</p>
Conduct risk assessments of high risk/vulnerable targets in each division.	<p>Number of risk assessments carried out which are followed up with appropriate crime prevention advice.</p> <p>Number of persons provided with crime prevention advice after assessment.</p>

Waterford/Kilkenny Divisional Policing Plan 2006

Strategic Goal Two – Crime

- **To reduce the incidence of Headline crime by 10%**
- **To increase the detection rate of Headline crime by 5%**
- **To increase detections for sale and supply of Illicit drugs by 10%**
- **To target organised criminal gangs for prosecution and asset seizure**

Divisional Initiatives & Actions	Divisional Performance Indicators
<p>1. Violent and Fear Creating Crime Target violent crime and fear creating behaviour for vigorous policing action</p>	<ul style="list-style-type: none"> ▪ To profile all known violent criminals in each District ▪ To reduce violent crime by 5% on 2005 figures ▪ To achieve a detection rate of 90% for violent crime ▪ Number of domestic violence incidents/breaches of Court orders prosecuted ▪ Number of anti crime operations initiated per quarter
<p>2. Burglaries Target criminals who engage in household and business premises burglaries for vigorous policing action</p>	<ul style="list-style-type: none"> ▪ Number of criminal gangs known to be engaged in burglaries profiled and targeted for detection per District ▪ To harvest technical evidence from 90% of all burglary scenes ▪ To achieve a reduction in the number of burglaries by 10% on 2005 ▪ To achieve a detection rate of 35% for burglaries on 2005 ▪ Number of operational staff briefings by SOC examiners per district per month
<p>3. Headline Crime (Other than 1 and 2 above) To target all other headline crime categories for reduction and detection and</p>	<ul style="list-style-type: none"> ▪ Reduce the incidence of headline crime by 2% ▪ To increase the overall detection rates by 2% ▪ Number of targeted operations to reduce specified headline crimes
<p>4. Illicit Drug Trafficking and Dealing To target illegal drug trafficking and illegal drug dealing criminals operating into and in the Division for disruption, prosecution and asset seizure</p>	<ul style="list-style-type: none"> ▪ Number of criminal gangs investigated for (1) prosecution, (2) asset seizure ▪ Number of detections of illicit drugs per District per month – Section 15, and S3. ▪ Value of illicit drug related assets seized per quarter ▪ Value of drugs seized per District per month ▪ Number of search and seizure operations conducted per District per month

Divisional Initiatives & Actions	Divisional Performance Indicators
<p>5. Criminal Intelligence</p> <p>To improve criminal intelligence at District Level</p>	<ul style="list-style-type: none"> ▪ Number of Unit briefings given by CIO and D/Sergeants per District per month ▪ Number of CIO bulletins issued per month ▪ Number of members contributing (1) illicit drug related intelligence per District per month; Number of members contributing non drug related criminal intelligence per District per month ▪ Volume of intelligence received per District per month
<p>6. Crime Risk Assessment</p> <p>Complete risk assessment of high risk/vulnerable targets in each District in the Division</p>	<ul style="list-style-type: none"> ▪ Number of risk assessments carried out which are followed up with appropriate crime prevention advice in each District ▪ Number of persons provided with crime prevention advice after assessment

Process Owner and Performance Driver

At Divisional Level, process ownership and performance progression of this strategic goal will be owned and led by Superintendent David Sheahan Waterford Garda Station, supported by: Inspector Christopher Delaney, Garda Christine Manning (CIO), Detective Sergeant John Hunt Waterford, Detective Sergeant Jim Lyng Kilkenny, Sergeant Tim Cronin, Crime Prevention Officer, Sergeant Murtagh Whelan, Tramore, Sergeant John Molloy, Dungarvan and Sergeant John Donohue, Thomastown.

Performance Management

Performance will be managed on a monthly basis with each District Officer and the Divisional Process Manager reporting to the Divisional Performance and Improvement Desk for the information and attention of the Divisional Officer. District and Divisional achievements and challenges will be reviewed monthly at the Divisional Management Conference. The Divisional Officer will account to the Regional Assistant Commissioner in accordance with his requirements.

An Garda Síochána Policing Plan 2006

Strategic Goal Three – Traffic

To reduce the incidence of fatal and serious injury collisions and improve traffic flow.

Actions	National Performance Indicators
Traffic Corps will spend 20% of duty time patrolling on single-lane carriageway at collision-prone locations.	Percentage of Traffic Corps duty time spent patrolling single-lane carriageways at collision-prone locations.
Increase arrest rate for driving while intoxicated by 15% in 2006.	Number of arrests for driving while intoxicated per division per month. Number of breath-tests per division per month.
Traffic Corps will spend 30% of duty time on speed enforcement.	Percentage of Traffic Corps duty time spent on speed enforcement. Increase speeding detections by 15%.
Gardai will spend 20% of duty time on static, high-visibility vehicle checkpoints.	Percentage of Traffic Corps duty time spent on static, high-visibility checkpoints. Percentage of non-Traffic Corps Garda duty time spent on static, high-visibility checkpoints.
Educate road users through radio/TV broadcasts, and road shows.	Arrange for two road shows per division during 2006. One weekly road safety broadcast on each local radio station in each division. Road safety will be featured on six Crimecall programmes in 2006.
Traffic Corps units will spend 10% of duty time on covert road traffic policing.	Percentage of Traffic Corps duty time spent on covert road traffic policing. Increase detections for dangerous driving related offences by 15%.
Establish a benchmark for each Division regarding the time spent by Gardai dealing with traffic management.	Percentage of Traffic Corps duty time spent on traffic management in each division. Garda time spent on traffic duties at peak periods and at special events (e.g. Operation Freeflow etc.) Number of static high-visibility vehicle checkpoints carried out by non-Traffic Corps Gardai per division per month.
Increase the strength of the Traffic Corps by 244 in 2006 with a proportionate increase in the transport allocation.	Number of additional members allocated to the Garda Traffic Corps per quarter. Number of additional patrol vehicles allocated to the Garda Traffic Corps per quarter.

Waterford/Kilkenny Divisional Policing Plan 2006	
Strategic Goal Three – Traffic	
<ul style="list-style-type: none"> • To reduce the incidence of fatal road traffic collisions to 9. • To reduce the incidence of serious injury collisions to 35. • To improve traffic flow during rush hour in urban areas. 	
Divisional Initiatives & Actions	Divisional Performance Indicators
<p>1. Road User Engagement 1. 1 Engage Road Users actively with Garda road safety and enforcement strategy</p>	<ul style="list-style-type: none"> ▪ Delivery of public awareness campaign for TrafficWatch ▪ Number of Traffic Watch Reports received per month ▪ Number of offensive driving behaviours confirmed as a result of Traffic Watch reports per District per month ▪ Number of road users identified from intelligence for enforcement intervention per District per month ▪ Number of Garda correction interventions taken by Gardaí after Traffic Watch intelligence reports per District per month
<p>2. Key Lifesaver Priorities 2. 1 Increase arrest rate for driving while intoxicated by 15%, that is 752 for 2006</p>	<ul style="list-style-type: none"> ▪ Number of arrests for driving while intoxicated per District per month
<p>2. 2 Increase detection rate for speeding offences by 20%</p>	<ul style="list-style-type: none"> ▪ Number of speeding detections per month per District ▪ Number of GATSO detections per month per District
<p>2. 3 Increase detection rate for non wearing of seatbelts by 10%</p>	<ul style="list-style-type: none"> ▪ Number of detections for the non-wearing of seatbelts per District per month
<p>3. Multi Agency Initiatives 3. 1 Engage with other agencies in the identification of road improvements aimed specifically at increased road safety</p>	<ul style="list-style-type: none"> ▪ Number of Collision Prevention Programme(CPP) Meetings per District per month ▪ Number of CPP initiated improvements made per District per quarter ▪ Number of Collision Prone Locations (CPL) identified per District per month ▪ Number of road improvements recommended/brought about per District
<p>4. High Priority Activities 4. 1 Traffic Units to spend 20% of duty patrolling on single lane carriageways at collision prone locations</p>	<ul style="list-style-type: none"> ▪ Monthly reviews and update of data on CPL's per District ▪ Each Traffic Unit to patrol CPL locations for 20% of available duty time ▪ Number of road traffic offences detected at CPL's per traffic unit per month ▪ Number of supervisory inspections of Traffic Units patrolling CPL's per month
<p>4. 2 Traffic Units will spend 30% of duty time on speed enforcement</p>	<ul style="list-style-type: none"> ▪ Percentage of each Traffic Unit duty time spend on speed enforcement per month ▪ Each Traffic Unit to increase illegal speeding detections by 15% per month on 2005 achievements. ▪ Number of supervisory inspections of Traffic Units enforcing speed laws per month
<p>4. 3 Traffic Units will spend 10% of duty time on covert road traffic policing</p>	<ul style="list-style-type: none"> ▪ Percentage of each Traffic Unit time spent on covert road traffic policing at single lane carriageway CPL's ▪ Number of detections for dangerous driving related offences per Traffic Unit per month ▪ Number of covert DWI detections per Traffic Unit per month

Divisional Initiatives & Actions	Divisional Performance Indicators
<p>4. 4 Uniform Gardaí will spend 20% of duty time on static, high visibility vehicle checkpoints</p>	<ul style="list-style-type: none"> ▪ Percentage of each Traffic Unit duty time spend on high visibility checkpoint enforcement per Traffic Unit per month ▪ Percentage of Operational Uniform Garda patrolling time spent on high visibility checkpoint duty per District per month ▪ Number of inexperienced drivers detected in breach of driving licence regulations per District per month ▪ Number of detections for dangerous breaches of Construction, Equipment and Use Regulations on modified or trailer drawing vehicles per District per month ▪ Number of seizures of S. 41 vehicles per district per month ▪ Number of supervisory inspections of Traffic Units conducting high visibility checkpoints per District per month
<p>5. Education and Information 5. 1 Educate road users through radio/TV broadcasts and road shows</p>	<ul style="list-style-type: none"> ▪ Number of Traffic Bureau Road Show events per District per quarter ▪ Number of Road Safety related broadcasts on local radio per District per month ▪ Number of Road Safety related lectures delivered to second level students per District per quarter ▪ Number of second level transition year students engaged in road safety related projects per district in 2006
<p>6. Traffic Flow 6. 1 Improve traffic flow and reduce traffic congestion during rush hour and at major local events</p>	<ul style="list-style-type: none"> ▪ Number of traffic management motor cyclists allocated to patrol key urban traffic routes during morning and evening rush hours ▪ Number of detections of traffic flow offences per specified free-flow route per month ▪ Number of 'major event' traffic flow plans developed and deployed per District per quarter

Process Owner and Performance Drivers

At Divisional Level, process ownership and performance progression of this strategic goal will be owned and led by Superintendent John Harnett, Dungarvan Garda Station, supported by: Inspector David Burke-Divisional Traffic Inspector, Inspector Thomas Duggan Waterford, Sergeant Tom O Sullivan, Waterford Traffic Unit, Sergeant Michael Quinlan, Kilkenny, Sergeant John McKnight, Tramore, Sergeant Pat Dempsey, Dungarvan and Sergeant Pat Butler Thomastown.

Performance and Achievement Management

Performance will be managed on a monthly basis with each District Officer and the Divisional Process Manager reporting to the Divisional Performance and Improvement Desk for the information and attention of the Divisional Officer. District and Divisional achievements and challenges will be reviewed monthly at the Divisional Management Conference. The Divisional Officer will account to the Regional Assistant Commissioner in accordance with his requirements.

An Garda Síochána Policing Plan 2006	
Strategic Goal Four – Public Safety	
To ensure public safety by reducing the incidence of public disorder and anti-social behaviour.	
Actions	National Performance Indicators
Review deployment of Gardaí and methods of patrolling on a quarterly basis to reduce assaults.	Number of reviews conducted at Divisional level. Decrease by 10% the number of assaults. Number of violent crimes* per 1,000 population and percentage detected. Number of prosecutions for public order offences.
Create a customer ‘feeling of safety’ index for year-on-year benchmarking.	Achieve an 85% satisfaction rating in the Public Attitude Survey 2006. Achieve a 70% rating in the Public Attitude Survey 2006 regarding ‘feeling of safety in local neighbourhoods after dark’. Achieve a 85% rating in the Public Attitude Survey 2006 regarding ‘feeling of safety in homes alone at night’.
Identify Public disorder hot-spots in consultation with stakeholders and deploy resources accordingly.	Number of public disorder hot-spots per division. Number of joint initiatives undertaken with stakeholders. Number of uniform foot patrols per quarter. Number of uniform cycle patrols per quarter. Number of uniform mobile patrols per quarter.
Utilise CCTV to enhance public safety.	Percentage of Garda divisions with CCTV systems installed. Percentage increase in number of systems operational in 2006 (over 2005).

Waterford/Kilkenny Divisional Policing Plan 2006

Strategic Goal Four – Public Safety

To ensure public safety by reducing the incidence of public disorder, substance abuse and anti-social behaviour.

Divisional Initiatives & Actions	Divisional Performance Indicators
<p>1. Public Consultation and Engagement</p> <p>1.1 Engage with stakeholders in public consultation for planning, strategy and action purposes</p>	<ul style="list-style-type: none"> ▪ Number of public order hotspots identified for stakeholder actions per quarter ▪ Identify the causes of public disorder at locally identified hotspots ▪ Identify stakeholder responsibilities and duties as determined by the legal framework, the public interest and citizens rights ▪ Number of local protocols agreed to guide engagement and to ensure public safety per quarter ▪ Number of joint initiatives - projects operating per quarter ; e.g. RAPID, Youth Diversion Projects, Restorative Justice, Drug Strategy Intervention Projects
<p>1.2 To establish the feasibility of CCTV in urban areas</p>	<ul style="list-style-type: none"> ▪ Number of CCTV systems installed and operational per District
<p>1.3 To enlist Inter-agency co-operation in the establishment of Anti-Social Behaviour Teams</p>	<ul style="list-style-type: none"> ▪ Number of ‘joint operations’ established with Local Authority Anti-Social Behaviour Units
<p>1.4 Target incidents of under-age drinking and substance abuse</p>	<ul style="list-style-type: none"> ▪ Number of detections for supplying or selling alcohol to persons under 18 per Month per District ▪ Number of detections where persons under 18 are found-on licensed premises during prohibited hours ▪ Number of detections of offences of purchasing intoxicating liquor by or on behalf of persons under 18 ▪ Number of cautions issued for substance misuse ▪ Number of substance abusers identified for treatment referral
<p>2. Operation Encounter - Public Order Engagement and Enforcement</p> <p>2.1 High Visibility Garda presence at public order hot spots</p>	<p>Number of High Visibility Garda Units deployed at public order hot spots during identified high risk periods</p>
<p>2.2 Enforcement of Public Order associated legislation</p>	<p>Detections for public order related breaches per district per week:</p> <p>Public Order Act 1994 - S4, S5, S6, S8 and S.9 Intoxicating Liquor Act, 1988 – S.31, S.32, S. 33 Non Fatal Offences Against the Person Act, 1997 – S.2, S.3, S.4. Criminal Damage Act, 1991 – S. 2, S. 3</p>

Divisional Initiatives & Actions	Divisional Performance Indicators
2. 3 Engagement and Enforcement with Premises Proprietors and Licence Holders	<ul style="list-style-type: none"> ▪ Number of Inspections of licensed premises per district per month ▪ Number of detections for breaches of Liquor Licensing Laws per district per month ▪ Number of detections for illicit drug abuse in licensed premises and night clubs per district per month ▪ Number of Notices served on Licensed premises and night club owners under the Licensing (Combating Drug Abuse) Act, 1997 per district per month ▪ Number of Closure Orders per district per month ▪ Number of new investigations commenced with a view to objecting to renewal of licences per district per quarter
<p>3. Anti-Social Behaviour: Engagement and Enforcement</p> <p>3. 1 Engage local Communities, statutory bodies and Community and Neighbourhood Policing Teams in initiatives to identify, respond to and control local anti social behaviour challenges</p>	<ul style="list-style-type: none"> ▪ Number of 'at risk' communities identified for agreed stakeholder action projects per quarter per district ▪ Number of anti-social behaviour focused projects initiated per quarter per district ▪ Number of Gardaí allocated to community policing duties in identified 'at risk' communities per district per month ▪ Number of 'joint operations' being resourced and worked per district per month
3. 2 Target incident of aggressive, threatening and criminal behaviour – harassment and intimidation of residents, criminal damage to property and bullying of citizens - in residential areas	<ul style="list-style-type: none"> ▪ Prosecutions/Referrals for criminal damage in residential areas per district per month ▪ Prosecutions/Referrals for harassment of citizens in residential areas per district per month ▪ Prosecutions/Referrals for breach of the peace in residential areas per district per month ▪ Prosecutions/Referrals for assaults in residential areas per district per month ▪ Prosecutions/Referrals for criminal damage in residential areas per district per month ▪ Reports to Local Authority on anti social behaviour under the provisions of the Housing (M.P.)Act, 1997 per district per month

Process Owner and Performance Drivers

At Divisional Level, process ownership and performance progression of this strategic goal will be owned and led by Superintendent Patrick Mangan, Kilkenny with Inspector Padraig Dunne, Waterford Garda Station, supported by Sergeant John McDonald, Waterford, Sergeant Garry Gordon, Kilkenny, Sergeant Liam Connolly, Tramore, Sergeant Paul Heffernan, Dungarvan and Sergeant P. J. Whelan Graiguenamanagh.

Performance and Achievement Management

Performance will be managed on a monthly basis with each District Officer and the Divisional Process Manager reporting to the Divisional Performance and Improvement Desk for the information and attention of the Divisional Officer. District and Divisional achievements and challenges will be reviewed monthly at the Divisional Management Conference. The Divisional Officer will account to the Regional Assistant Commissioner in accordance with his requirements.

An Garda Síochána Policing Plan 2006

Strategic Goal Five – Public Confidence

To improve confidence in An Garda Síochána.

Actions	National Performance Indicators
Enhance our engagement with the community in preparation for full implementation of the Garda Síochána Act 2005.	Number of Continuous Professional Development courses which include a focus on the Garda Síochána Act 2005. A minimum of two public meetings per district per year. Number and type of networks developed to enhance public confidence.
Increase Garda presence/visibility in public places.	Number of uniform foot patrols per quarter. Number of uniform cycle patrols per quarter. Number of uniform mobile patrols per quarter. Percentage of Garda management time on uniform outdoor supervisory duty. Number of Garda reserve members selected/trained.
Provide an immediate response to emergencies.	Number of 999/112 calls answered within 20 seconds. 65% of emergency/priority one calls responded to within 15 minutes and 90% within 30 minutes. Number of complaints regarding emergency response service.
Provide feedback to victims of crime.	Number of letters to crime victims generated by the PULSE system. Number of letters issued to burglary, robbery and assault victims (Sect. 2, 3 & 4 Non-Fatal Offences Act 1997) as a percentage of the total incidents of these crimes. Number of letters from crime victims responded to within 10 days. Increase, by 10%, the number of follow-up letters issued to crime victims regarding significant case developments.
Target the most common sources/causes of complaints made against members of An Garda Síochána.	Reduce admissible complaints against An Garda Síochána by 5%. Number of conflict resolution training programmes provided for personnel, including management. Number of specific training programmes for selected Garda personnel who are subject to multiple complaints at Divisional level.
Assess the quality of service provided to the public.	Conduct Public Attitude Survey 2006. Publish results of Public Attitude Survey by March 2006. Formulate an implementation plan to action areas for improvement.

Waterford/Kilkenny Divisional Policing Plan 2006

Strategic Goal Five – Public Confidence

To improve public confidence in the Gardaí through:

- Improving public engagement and consultation
- Improving presence and visibility in communities, and
- Improving the quality of Garda service and care at key points of public engagement and service

Divisional Initiatives & Actions	Divisional Performance Indicators
<p>1. Community Policing Fora</p> <p>1. 1 Work with key stakeholders in the Waterford City, Kilkenny City and Dungarvan with a view to establishing Community Policing Forum in each urban area</p>	<ul style="list-style-type: none"> ▪ Progress consultative process ▪ Develop proposals for stakeholder consideration in the context of the provisions of the Garda Síochána Act, 2005 ▪ Agree and establish pilot projects for each of the three urban areas
<p>2. Community Engagement and Public Presence</p> <p>2. 1 Increase Garda presence and visibility in Public Places</p>	<ul style="list-style-type: none"> ▪ Develop and agree a protocol to provide monthly feedback to local communities of key policing problems/issues effecting that community ▪ Number of active Watch Schemes per District – Neighbourhood Watch, Business Watch, Campus Watch, Hospital Watch ▪ Number of Watch meeting attended by Gardaí per District by month ▪ Number of community meeting attended by District Officer and Inspector per District per month ▪ Number of high visibility cycle patrols per District per month ▪ Number of high visibility foot patrols per District per month
<p>3. Victim Engagement and Support</p> <p>3. 1 Provide feedback to the victims of all crime headline crime and fear creating incidents</p>	<ul style="list-style-type: none"> ▪ Number of letters to crime victims generated by PULSE ▪ Number of crime incidents where a victim liaison Garda was appointed to a victim or victim family per District per month ▪ Number of referral of crime victims to Victim Support groups per District per month ▪ Number of follow-up letters (second or subsequent) issued to crime victims regarding significant case developments

Divisional Initiatives & Actions	Divisional Performance Indicators
<p>4. Counter and Telephone Service 4. 1 Improve the quality and speed of citizen, client, customer experience when dealing with Gardaí at points of service</p>	<ul style="list-style-type: none"> ▪ Level of citizen satisfaction with counter service experience per district: (a) waiting time; (b) environment; (c) opportunity for privacy; (d) problem solving skills of attending Garda. per District in 2006 ▪ Quality of service experienced by telephone callers to Garda stations: (a) speed of answering; (b) number of dropped calls, (c) interest of call taker; (d) problem solving skills of call taker per district in 2006
<p>5. Prisoner Management 4. 2 Improve professionalism of Prisoner Management while citizens are in custody of Gardaí</p>	<ul style="list-style-type: none"> ▪ Level of adherence to the provisions of the Treatment of Persons in Custody in Garda Stations Regulations per district per month ▪ Number of complaints from prisoners per district per month ▪ Numbers of prisoners who suffer injury or die in custody per district per month ▪ Prisoner perception of fairness of treatment while in custody per district per quarter ▪ Advocates perception of fairness of treatment of prisoners per district per quarter

Process Owner and Performance Drivers

At Divisional Level, process ownership and performance progression of this strategic goal will be owned and led by Chief Superintendent Patrick V. Murphy, Waterford with Inspector Pádraig Dunne, Waterford Garda Station, Inspector In Charge Dungarvan supported by Sergeant Brendan Roche, Waterford, Sergeant Con Dooley, Kilkenny, Sergeant Eamon Owens, Tramore, Sergeant Noel Wade, Tallow and Sergeant John Donohue, Thomastown.

Performance and Achievement Management

Performance will be managed on a monthly basis with each District Officer and the Divisional Process Manager reporting to the Divisional Performance and Improvement Desk for the information and attention of the Divisional Officer. District and Divisional achievements and challenges will be reviewed monthly at the Divisional Management Conference. The Divisional Officer will account to the Regional Assistant Commissioner in accordance with his requirements.

An Garda Síochána Policing Plan 2006

Strategic Goal Six – Ethnic and Cultural Diversity

To build the capability of An Garda Síochána to fulfil the emerging policing needs of our diverse ethnic and multi-cultural communities.

Actions	National Performance Indicators
Develop a clear policy for consultation with cultural and ethnic minorities on policing and service provision on an ongoing basis.	Number of representatives of ethnic and cultural minorities on local Garda / Community committees. Bi-annual meetings with ethnic and cultural groups in divisions. Existence of policy document on consultation/communication with ethnic and minority groups. Satisfaction of members of ethnic minorities with Garda service measured through a national survey in 2006.
Develop a multi-faceted strategy to provide for more effective recording or racially motivated crime.	Number and nature of recorded racially motivated incidents. Undertake a study (with NCCRI) regarding reported figures on racially motivated crime. Number of complaints against members of An Garda Síochána for racially motivated incidents.
Develop targeted initiatives focussing on access to police services for Travellers, refugees and migrants.	Satisfaction of Travellers, refugees and migrants with Garda service measured through a national survey in 2006. Number of targeted initiatives developed with Travellers, refugees and migrant groups regarding awareness of policing services. Provision of services in languages other than English and Irish. Number of meetings facilitated by Garda Ethnic Liaison Officers.
Develop anti-racism, intercultural and diversity training for senior and middle management.	Number of Continuous Professional Development courses (which include anti-racism, intercultural and diversity elements) run for middle and senior management. Percentage of senior and middle management trained in 'Diversity Awareness Training programme under EU Garda/PSNI Peace and Reconciliation Project'.
Develop and implement a clear support system for the induction, training and retention of newly recruited members of An Garda Síochána from cultural and ethnic minorities.	Existence of a structured support system for newly recruited members of An Garda Síochána from cultural and ethnic minorities. Number of members of ethnic and cultural communities who undergo Garda training.

Waterford/Kilkenny Divisional Policing Plan 2006	
Strategic Goal Six – Ethnic and Cultural Diversity	
To build the Divisional capability of the Gardaí to fulfil the emerging policing needs of our diverse ethnic and multi-cultural communities.	
Divisional Initiatives & Actions	Divisional Performance Indicators
<p>1. Engagement and Consultation with ethnic and culturally diverse people</p> <p>1. 1 Engage and consult with cultural and ethnic minorities on policing and service provision on an ongoing basis</p>	<ul style="list-style-type: none"> ▪ Number of ethnic groups engaged and consulted per district per month ▪ Number of consultation meetings held by the District Officer with representatives of ethnic minority and culturally diverse groups per district per month ▪ Number of persons of ethnic minority origin on local community policing/ neighbourhood watch committees per district
<p>2. Prevention and Investigation of racially motivated crime</p> <p>2. 1 Vigorously investigate every racially motivated incident</p>	<ul style="list-style-type: none"> ▪ Number of racially motivated incidents per District ▪ Nature of any racially motivated incidents ▪ Number of complaints against members of An Garda Síochána for racially motivated behaviours
<p>3. Provision of Garda Information and Garda services in Multi Lingual format</p> <p>3. 1 Provide key legal and rights information for non English speaking arrested persons in their own language</p>	<ul style="list-style-type: none"> ▪ Number of languages in which prisoner rights information (Form C.72(S)) is provided in the Division ▪ Number of arrested persons who were provided with Form C.72(S) in their own language (other than English or Irish languages) ▪ Number of arrested persons who were not provided with Form C.72(S) information in their own language per district per month
<p>3. 2 Provide arrested persons who are detained in Garda custody for investigative purposes with interpreter services</p>	<ul style="list-style-type: none"> ▪ Number of arrested persons, detained in Garda custody who were provided with own language interpreter services per district per month ▪ Number of arrested persons, detained in Garda custody who were not provided with own language interpreter services per district per month

<p>Divisional Initiatives & Actions</p>	<p>Divisional Performance Indicators</p>
<p>4. Implementation of Garda Human Rights Audit Recommendations 4. 1 Develop Garda Skills and business processes to take account of the unique dignity and cultural norms of our diverse communities</p>	<ul style="list-style-type: none"> ▪ Number of supervisory/management staff who have received training on diversity in policing ▪ Number of operational Gardai who have received training on diversity in policing ▪ Number of Garda business processes which have been audited and updated to reflect best practice in policing in multi cultural communities
<p style="text-align: center;"><u>Process Owner and Performance Drivers</u></p> <p>At Divisional Level, process ownership and performance progression of this strategic goal will be owned and led by Superintendent Aidan Roche, Thomastown with Inspector Patrick O'Connor Kilkenny Garda Station, supported by Sergeant Albert Gill Waterford, Sergeant Coleman Hogan Waterford, Kilkenny, Sergeant Paul O Driscoll, Tramore, Garda John Nugent, Dungarvan and Sergeant Ted Hughes, Thomastown.</p> <p style="text-align: center;"><u>Performance and Achievement Management</u></p> <p>Performance will be managed on a monthly basis with each District Officer and the Divisional Process Manager reporting to the Divisional Performance and Improvement Desk for the information and attention of the Divisional Officer. District and Divisional achievements and challenges will be reviewed monthly at the Divisional Management Conference. The Divisional Officer will account to the Regional Assistant Commissioner in accordance with his requirements.</p>	

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