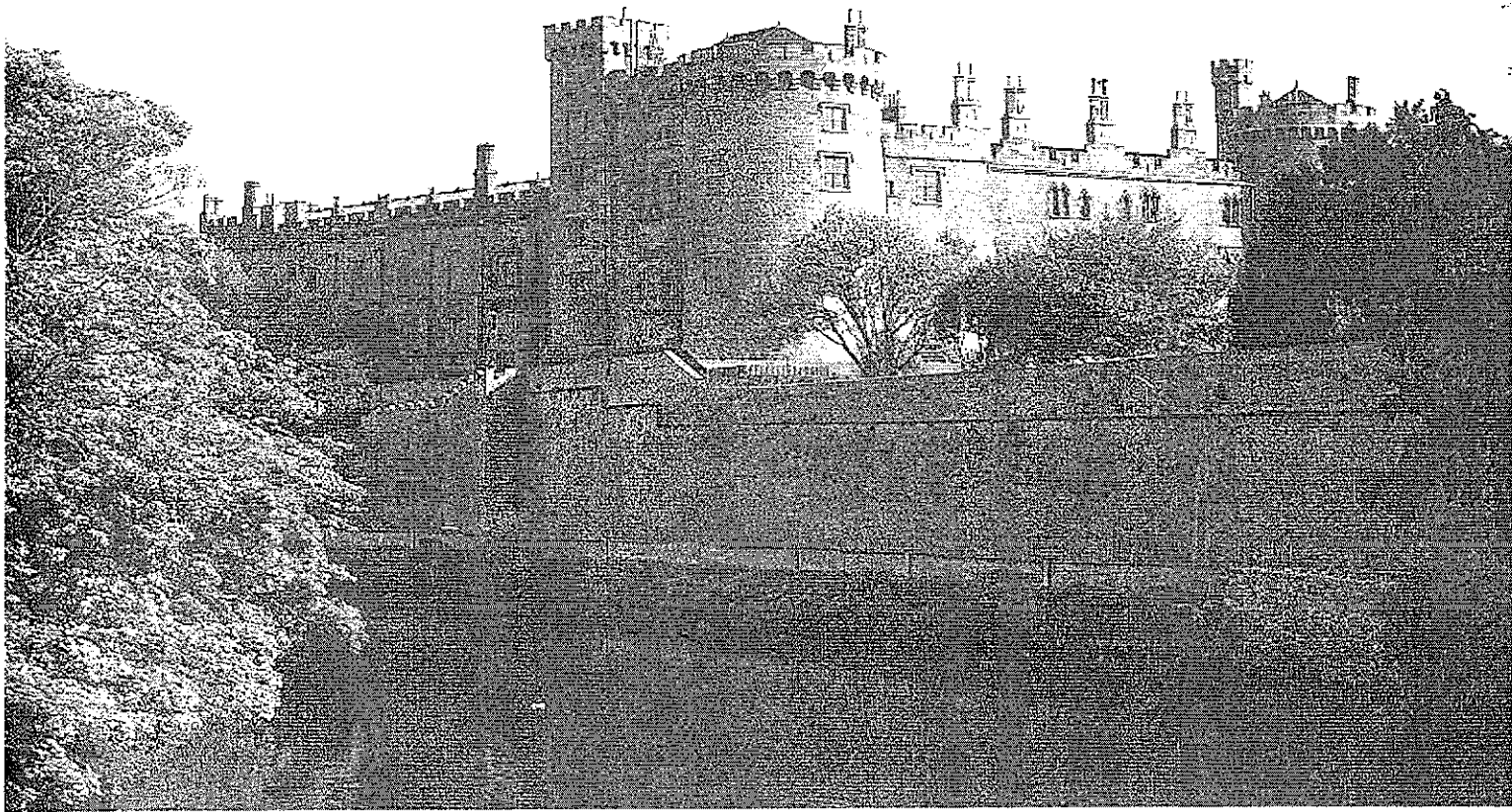




AN GARDÁ SÍOCHÁNA SOUTH EASTERN REGION POLICING PLAN 2008



A TIME FOR CHANGE



VISION

*'Excellent people delivering
policing excellence'*

MISSION

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

VALUES

- ☑ Having respect for people and their needs
- ☑ Protecting human rights
- ☑ Being a courteous and caring public service
- ☑ Maintaining partnerships with the community
- ☑ Accepting individual responsibility
- ☑ Ensuring transparent public accountability
- ☑ Providing ethical leadership
- ☑ Practicing disciplined professionalism
- ☑ Being honest and truthful and adhering to the principles of fairness and justice
- ☑ Promoting and accepting diversity in all its forms
- ☑ Continuously learning and embracing change.

Priorities for the Garda Síochána for 2008
Determined by the Minister for Justice, Equality and
Law Reform under Section 20 of the Garda Síochána Acts 2005 to 2007

Gun crime, organised crime and drugs

1. To target gun crime, organised crime and drug trafficking, particularly through
 - ☐ the use, in particular, of specialist units and targeted operations such as Operation Anvil
 - ☐ profiling, intelligence gathering and threat assessments in relation to individuals/groups involved in these categories of crime
 - ☐ delivery on Garda actions and performances set out in the National Drugs Strategy
 - ☐ the pursuit by the Criminal Assets Bureau of the proceeds of crime, including, through the presence of enhanced liaison arrangements between Garda Divisions and CAB, the assets of those engaged at any level in drug dealing
 - ☐ enhanced activities by the Drugs Units and the Force focusing, in particular, on places throughout the country where the presence of drug dealing and the use of illicit drugs is likely.

Terrorism

1. To continue to combat terrorist activities specifically the threat posed by dissident paramilitary groups and those who would use Ireland as a base for international terrorism.

Road traffic law enforcement

2. To meet the targets to be established in the new Road Safety Strategy – all efforts of An Garda Síochána in this regard to be prioritised on the basis of risk assessments in terms of road safety.
3. To contribute, in conjunction with other authorities responsible, to the easing of road traffic congestion.

Public order

4. To combat, particularly in cooperation with other agencies and the community generally, the problems of public disorder with particular emphasis on alcohol-related behaviour (including underage drinking) and socially disadvantaged communities especially through utilisation of the legal mechanisms being made available viz. ASBOs and behaviour warnings, closure orders, fixed-penalty notices.

Joint policing committees

5. To participate fully in the roll-out of Joint Policing Committees in all local authority areas, allowing greater responsiveness to local policing needs and the forging of local partnerships in addressing issues.

Deployment

6. To increase the proportion of Gardaí on operational duty, including through increased civilian support.
7. To increase the level of high-visibility patrols, including through greater use of marked vehicles, linked to the development during 2008 of a Garda Charter which will set out targeted response times and levels of service, including frequency of high-visibility patrols.
8. Increased deployment should have particular regard to the policing needs of RAPID areas.

Resources

9. To develop and commence implementation of change and modernisation strategies in the areas of human resources, information and communications technology, accommodation and transport which will address the needs of the Force for the next five years and beyond.
10. To continue to promote recruitment of full-time and Reserve members of An Garda Síochána in line with the Programme for Government, and particularly from ethnic minority communities to allow An Garda Síochána reflect better the diversity of Irish society.

Crime prevention and reduction

11. To expand the juvenile liaison scheme to meet emerging needs in this area.
12. To continue the expansion of the Garda Youth Diversion Projects.
13. To monitor registered sex offenders and cooperate in particular with the PSNI and UK police forces so as to minimise the risk of re-offending thereby contributing to community safety.
14. To build on initiatives to combat homophobic and race crimes.
15. To cooperate with COSC in curbing the problem of domestic violence.
16. To take effective steps to protect vulnerable people living in isolated areas.
17. To target the use of knives for violent attacks.
18. To focus on high-value white-collar crime, particularly that of trading in contraband goods.

Illegal immigration

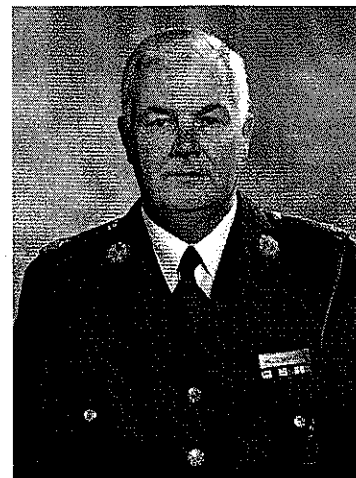
19. To deploy the necessary resources to tackle effectively illegal immigration.

Human trafficking

20. To deploy the necessary resources, including international cooperation with other agencies, to deal with the issue of human trafficking.

FOREWORD

It gives me great pleasure to launch my first Annual Policing Plan for the South Eastern Region. This 2008 Annual Policing Plan fully supports and compliments the implementation of the Garda Siochana Corporate Strategy 2007-2009. It builds on the progress achieved in the Region last year. More importantly, the coherent strategy looks forward to a future in the South Eastern Region which is fully focused on public safety, public confidence and transparent public accountability. I dedicate this plan, in particular, to the people in Counties Waterford, Kilkenny, Wexford, Wicklow and Tipperary to whom the Garda Siochana pledge the highest attainable quality service.



This plan has a clear process to co-ordinate the implementation of our objectives. The objectives will be monitored on a monthly basis to ensure the targeted timeframes are met. Our Officers and managers will provide leadership to ensure our activities and operations are undertaken in a well managed and professional manner. Our members will do all in their power to build a strong bond with the community. Our members, as always, are expected to act with the highest degree of integrity, honesty, loyalty and fairness.

The South Eastern Region Policing Plan 2008 clearly sets out our determination to confront the critical concerns of our customers. The strategic goals are calculated to confront the key policing issues of State Security, Crime Prevention, Crime Reduction, Road Safety and Public Order. In attaining our goals we will protect human rights and will approach our business in a way which reflects the core universal principles of legality, necessity, proportionality, accountability and non-discrimination. We will fully engage with the community in delivering a quality policing service. This will assist in working collaboratively with all stakeholders to enhance the social, economic and cultural well-being of the community.

The 2008 South Eastern Region Policing Plan is, I believe, an effective response to crime, anti-social behaviour and Traffic Policing. The ultimate goal of the Garda organisation is to provide an excellent policing service to the Community and I am satisfied that this plan will provide the required service in the South Eastern Region.

Thank you for your continued co-operation.

A handwritten signature in black ink, appearing to read 'Ml. J. McCarthy'. The signature is written in a cursive style with a large, sweeping flourish at the end.

Ml. J. McCarthy
Assistant Commissioner,
South Eastern Region

STRATEGIC GOAL ONE – NATIONAL AND INTERNATIONAL SECURITY

To maintain national and international security

Regional Action	Regional Performance Indicator	Targeted Timeframe Reviewed Monthly				Process Owner	Outcome
		Q1	Q2	Q3	Q4		
Identify and analyse the threats to national and international security	<ul style="list-style-type: none"> 100% of identified threats, assessed categorised and recorded 100% of identified groups and individuals profiled 	✓	✓	✓	✓	Each Chief Superintendent	All threats against the State's national and international security contained to ensure a secure democracy
		✓	✓	✓	✓		
Initiate responses to the identified threats	<ul style="list-style-type: none"> 100% of operations against identified targets initiated Number of individuals arrested and prosecuted for terrorist/subversive offences 	✓	✓	✓	✓	Each Chief Superintendent	All threats against the State's national and international security contained to ensure a secure democracy
		✓	✓	✓	✓		
Enhance the Garda capability to anticipate and respond proactively to national and international threats	<ul style="list-style-type: none"> Support as required the National Critical Infrastructure Security Plan when developed 100% achievement of a needs analysis of the Garda counterterrorist training requirements. 100% participation in identified and approved international security training programmes 100% of major emergency plans reviewed and updated Completion of a security / risk assessment of all sea ports and ferry terminals in the Region in accordance with International Standards 	✓	✓	✓	✓	Each Chief Superintendent	All threats against the State's national and international security contained to ensure a secure democracy
		✓	✓	✓	✓		
		✓	✓	✓	✓	Regional Detective Superintendent	

STRATEGIC GOAL TWO – CRIME

To significantly reduce the incidence of crime and criminal behaviour

Regional Action	Regional Performance Indicator	Targeted Timeframe Reviewed Monthly				Process Owner	Outcome
		Q1	Q2	Q3	Q4		
Complete and implement the National Crime Reduction and Prevention Strategy Enhance the forensic and investigative capability of the Garda Síochána Proactively target groups and individuals engaged in gun crime	Strategy completed	✓	✓	✓	✓	Each Chief Superintendent	Overall crime reduced by 2% Overall detection rate increased by 2%
		Implementation commenced					
	Review Scenes of Crime pilot in the Tipperary Division completed	✓	✓	✓	✓	Each Chief Superintendent	
		Implementation of the review findings	✓	✓	✓		
	Evaluation of implementation outcome	✓	✓	✓	✓	Each Chief Superintendent	
		Accredited training in Scenes of Crime in each Division developed	✓	✓	✓		
	Regional Forensic Seminar conducted in the Region	✓	✓	✓	✓	Regional Detective Superintendent	
		Disseminate information from the Forensic Service Advisory Forum to relevant stakeholders in the Region	✓	✓	✓		
	Establishment of a Crime Scene Investigation Team in each Garda Division in the Region completed	✓	✓	✓	✓	Each Chief Superintendent	
		5% increase in the number of detections as a result of forensic examination and identification	✓	✓	✓		
100% attendance on Tactical Training courses provided for all certified and authorised firearms personnel in each division	✓	✓	✓	✓	Each Chief Superintendent		
	On Scene Commander awareness seminar for Superintendents	✓	✓	✓		✓	

<p>Continue and intensify intelligence-led operations against groups and individuals engaged in the trafficking of illegal drugs, guns and immigrants into and within the State</p>	<ul style="list-style-type: none"> • Surveillance Unit established within the Region • Second-Tier Firearm Response Units deployed when established • 5% increase in Operation Anvil Firearm Prevention patrols • 5% increase in intelligence-led operations against drug, gun and human trafficking networks • 5% increase in intelligence-led operations against street-level drug dealers in accordance with Regional policy to include: <ul style="list-style-type: none"> - Profiling Drug dealers - Targeting of licensed premises - Enforcement of relevant legislation. • Implementation of the relevant sections of the National Drugs Strategy 	<p>Regional Detective Superintendent</p> <p>Each Chief Superintendent</p>	
<p>Maximise the Garda Síochána's intelligence gathering and management capability to target, prevent and solve crime.</p>	<ul style="list-style-type: none"> • 10% increase in the number of registered intelligence sources • 10% increase in the number of intelligence reports submitted • Four Criminal Intelligence Officer forums convened • 20% increase in the number of trained Divisional Criminal Assets Profilers 	<p>Regional Detective Superintendent</p> <p>Each Chief Superintendent</p>	
<p>Develop national and regional crime analysis Capability</p>	<ul style="list-style-type: none"> • Avail of support of Analytical Service when established in the Region 	<p>Each Chief Superintendent</p>	

Proactively target high-volume and high-impact crime including domestic violence and sexual crime

<ul style="list-style-type: none"> • 2% reduction in high-volume crime 	✓	✓	✓	✓	✓	Each Chief Superintendent
<ul style="list-style-type: none"> • Crime Trends and Patterns identified by the Crime Prevention Officers and corrective action developed 	✓	✓	✓	✓	✓	Each Chief Superintendent
<ul style="list-style-type: none"> • Monthly inter-regional strategy meeting between the South Eastern Region, DMR Region, Eastern Region, Southern Region and National Units convened 	✓	✓	✓	✓	✓	Each Chief Superintendent
<ul style="list-style-type: none"> • Monthly inter-regional meeting between Regional Detective Superintendents in South Eastern Region, Southern Region, Eastern Region and Regional Traffic Superintendent, South Eastern Region convened 	✓	✓	✓	✓	✓	Regional Detective Superintendent
<ul style="list-style-type: none"> • Strategically located joint checkpoints, with armed support, undertaken and used as a prevention action 	✓	✓	✓	✓	✓	Each Chief Superintendent
<ul style="list-style-type: none"> • Regional monthly crime conference involving Detective Inspector, Crime Inspectors, Detective Sergeants, Crime Sergeants, Traffic Corps Sergeants, Criminal Intelligence Officers and Crime Prevention Officers convened 	✓	✓	✓	✓	✓	Regional Detective Superintendent
<ul style="list-style-type: none"> • The number of repeat offenders profiled in each Division 	✓	✓	✓	✓	✓	Each Chief Superintendent
<ul style="list-style-type: none"> • Number of warrants executed <ul style="list-style-type: none"> - Committal - Bench - Penal 	✓	✓	✓	✓	✓	Each Chief Superintendent
<ul style="list-style-type: none"> • Number of applications moved under Section 101 of the Criminal Justice Act, 2006 	✓	✓	✓	✓	✓	Each Chief Superintendent
<ul style="list-style-type: none"> • Number of application moved under Section 7 of the Criminal Justice Act, 2007 	✓	✓	✓	✓	✓	Each Chief Superintendent

Manage the risk posed by sex offenders	<ul style="list-style-type: none"> • Senior investigation officers utilised in the investigation of all high-impact crime on allocation ✓ ✓ ✓ ✓ • Senior Investigating Officers appointed in Tipperary and Wexford Divisions ✓ ✓ • Additional Detective Sergeant appointed in Wexford Division ✓ • Feedback provided through the nominated Divisional Liaison Inspectors to the Domestic Violence and Sexual Assault Investigation Unit to enhance the services provided to victims of domestic violence and sexual crimes ✓ ✓ ✓ ✓ • Monitor sex offenders to ensure their compliance with the terms of the Sexual Offenders Act 2001 ✓ ✓ ✓ ✓ • Utilise community Gardai to monitor the movement of sex offenders ✓ ✓ ✓ ✓ • The arrival of high-risk sex offenders into the Region monitored in conjunction with external police forces ✓ ✓ ✓ ✓ • 100% participation by nominated Inspectors in Seminars to familiarise them with legislative changes ✓ ✓ ✓ ✓ 	Each Chief Superintendent	<p>Chief Superintendent Wexford</p> <p>Regional Detective Superintendent</p>
Each Chief Superintendent			

STRATEGIC GOAL THREE – TRAFFIC

To significantly reduce the incidence of fatal and serious injuries and improve road safety

Regional Action	Regional Performance Indicator	Targeted Timeframe Reviewed Monthly				Process Owner	Outcome
		Q1	Q2	Q3	Q4		
Targeted enforcement of road traffic and road transport legislation	<ul style="list-style-type: none"> 5% reduction in fatal and serious injury collisions achieved 10% increase in detections for driving while intoxicated, speeding and road transport offences achieved Number of Grade 1 HGV Checkpoints performed in each Division Increase by 10% the number of MAT checkpoints performed 5% increase in adult front seat belt detections achieved 5% increase in adult rear seat belt detections achieved Increase detections in mobile phone use while driving 10% reduction in fatal and serious injury collisions involving drivers in the 17-26 year age group Identification and engagement with young drivers in each Division The number of operations to specifically target offending behaviour of young drivers 	✓	✓	✓	✓	Each Chief Superintendent	Safer roads in Ireland
		✓	✓	✓	✓		
		✓	✓	✓	✓		
		✓	✓	✓	✓		
		✓	✓	✓	✓		
		✓	✓	✓	✓		
Targeted intelligence-led operations against offending young drivers	<ul style="list-style-type: none"> 10% reduction in fatal and serious injury collisions involving drivers in the 17-26 year age group Identification and engagement with young drivers in each Division The number of operations to specifically target offending behaviour of young drivers 	✓	✓	✓	✓	Each Chief Superintendent	
		✓	✓	✓	✓		
Traffic Management	<ul style="list-style-type: none"> The establishment of a co-ordinated approach to traffic management for major events, road works and emergencies in consultation with the Regional Traffic Superintendent 	✓	✓	✓	✓	Each Chief Superintendent	

<p>Organisational Capability</p>	<ul style="list-style-type: none"> The establishment of a traffic management plan for the urban centres in each Division to deal with high volume traffic at peak times in consultation with the Regional Traffic Superintendent Traffic Corps permanent strength increased to 23 Sergeants and 137 Gardai Role-specific training provided to all appointed personnel Vehicles allocated to Traffic Corps in line with planned transport model Forensic Collision Equipment available in each Division 100% review of existing Collision Prone Zones achieved and disseminated by the Garda National Traffic Bureau 	<p>Each Chief Superintendent</p>	
<p>Promote road safety</p>	<ul style="list-style-type: none"> 10% increase in Road Safety Promotion information achieved in schools and colleges Engagement with local media Number of Road Safety initiatives completed in association with the Road Safety Authority Number of traffic management initiatives completed in association with other stakeholders Promote Traffic Watch scheme and record the number of calls to Traffic Watch and the number of resulting investigations completed Bi-monthly meetings of the District Traffic Safety Team achieved 	<p>Each Chief Superintendent</p>	
<p>Engage with the Road Safety Authority and other relevant stakeholders in implementing the Road Safety Strategy</p>	<ul style="list-style-type: none"> Number of Road Safety initiatives completed in association with the Road Safety Authority Number of traffic management initiatives completed in association with other stakeholders Promote Traffic Watch scheme and record the number of calls to Traffic Watch and the number of resulting investigations completed Bi-monthly meetings of the District Traffic Safety Team achieved 	<p>Each Chief Superintendent</p>	
<p>Utilise automated technology to enhance traffic operations</p>	<ul style="list-style-type: none"> 100% review of existing Collision Prone Zones achieved and disseminated by the Garda National Traffic Bureau 	<p>Superintendent Regional Traffic Corps</p>	

Develop oversee, support and implement Regional Initiatives

- Number of joint examinations of collision locations between the Gardai, Local Authorities and NRA ✓ ✓ ✓ ✓
- Pedestrian, cyclist and motorcyclist safety strategies developed ✓ ✓ ✓ ✓
- Schemes to heighten awareness relating to the wearing of seat belts for primary and secondary school passengers introduced ✓ ✓ ✓ ✓
- Programme to increase Traffic Corps member's knowledge of Road Transport, HGV and PSV Legislation developed ✓ ✓ ✓ ✓
- Implementation of the Road Policing Operations Plan achieved ✓ ✓ ✓ ✓
- Appropriate road safety advice to employees of Road Transport Companies provided ✓ ✓ ✓ ✓
- Fatal collision and serious injury database developed ✓ ✓ ✓ ✓
- Level of enforcement by traffic corps and district personnel in FCPS, drink driving, dangerous driving and insurance offences monitored ✓ ✓ ✓ ✓
- Fatal collisions in the Region benchmarked with the number of inhabitants and compared to National and European best practice ✓ ✓ ✓ ✓
- A professional and safe model for conducting checkpoints developed ✓ ✓ ✓ ✓
- All Traffic Corps members trained in the use of the stinger stopping device ✓ ✓ ✓ ✓
- 80% of Traffic Corps Vehicles provided with Stinger Stopping Devices ✓ ✓ ✓ ✓

Superintendent
Regional Traffic
Corps

- Training needs analysis for Traffic Corps members completed
- One conference for all Divisional Traffic Corps personnel held
- Explore the process for obtaining ISO 9001 standard for the Regional Traffic Corps

STRATEGIC GOAL FOUR – PUBLIC ORDER

To significantly reduce the incidence of public disorder and anti-social behaviour in our communities

Regional Action	Regional Performance Indicator	Targeted Timeframe Reviewed Monthly				Process Owner	Outcome
		Q1	Q2	Q3	Q4		
Proactively target groups and individuals involved in anti-social behaviour	• 10% increase in the number of targeted Public Order Patrols achieved	✓	✓	✓	✓	Each Chief Superintendent	To increase the feeling of public safety' by 10%
	• 15% increase in the number of arrests for incidents of public disorder achieved	✓	✓	✓	✓		
	• 5% increase in the number of Behaviour Warnings issued under the Criminal Justice Act 2006	✓	✓	✓	✓		
	• Number of ASBOs issued under the Criminal Justice Act 2006	✓	✓	✓	✓		
	• Number of Exclusion Orders obtained	✓	✓	✓	✓		
	• Number of Good Behaviour Contracts issued	✓	✓	✓	✓		
	• 100% of locally identified 'hot-spots' targeted through specific operational plans	✓	✓	✓	✓		
	• All 'hot-spots' locations reviewed on a monthly basis	✓	✓	✓	✓		
	• 5% reduction in incidents of public disorder	✓	✓	✓	✓		
	• Marketing campaign directed at the carrying of knives in contravention of the Firearms and Offensive Weapons Act 1990 completed	✓	✓	✓	✓		
• The number of people prosecuted under the Firearms and Offensive Weapons Act 1990	✓	✓	✓	✓	Each Chief Superintendent		
In consultation with community and statutory groups and elected representatives, identify and target local public order and anti-social behaviour 'hot-spots' through weekly review, and put in place responsive actions and plans							

Enforce the law dealing with alcohol and drug-related anti-social behaviour

Each Chief Superintendent

Maximise the use of CCTV technology

Each Chief Superintendent

Conduct an analysis of the findings of the Public Attitudes Survey 2007 with a view to developing initiatives to address 'feeling of safety' issues

Each Chief Superintendent

- | | | | | | | | | |
|--|---|---|---|---|---|---|---|---|
| <ul style="list-style-type: none"> • 5% reduction in incidents of Assaults and Criminal Damage • 5% increase in the number of inspections of Licensed Premises • 5% increase in Offences relating to Liquor Licensing • 5% increase in all drugs detections • Number of CCTV Systems commissioned • 10% additional locations for Garda CCTV schemes identified • Each Division to nominate one Garda / Community-based CCTV scheme per District • Each Division to develop and implement a strategy to address the findings of the Public Attitudes Survey | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ |
|--|---|---|---|---|---|---|---|---|

STRATEGIC GOAL FIVE – ETHNIC AND CULTURAL DIVERSITY

To provide equal protection and appropriate service, while nurturing mutual respect and trust

Regional Action	Regional Performance Indicator	Targeted Timeframe				Process Owner	Outcome
		Q1	Q2	Q3	Q4		
Develop a Garda Diversity Strategy	The Garda Diversity Strategy as it pertains to each Division in the Region implemented	✓	✓	✓	✓	Each Chief Superintendent	
		✓	✓	✓	✓		
Ensure that the Garda Stochána is an organisation representative of the community it serves	Two marketing campaigns focusing on recruitment from ethnic minority groups completed	✓	✓	✓	✓	Each Chief Superintendent	
		✓	✓	✓	✓		
Develop effective policing approaches for minority and marginalised groups and communities	Campaign to increase new entrants to the Garda Stochána from ethnic minority communities achieved (full-time/reserves/civilian support staff) promoted within the region	✓	✓	✓	✓	Each Chief Superintendent	Public confidence increased by 2%
		✓	✓	✓	✓		
Enhance the Garda Stochána ethnic and cultural services	Best practice guidelines for delivery of a policing service to a specific minority group developed and deployed	✓	✓	✓	✓	Each Chief Superintendent	
		✓	✓	✓	✓		
	Initiatives developed to facilitate engagement with young people from minority and marginalised community groups	✓	✓	✓	✓	Each Chief Superintendent	
		✓	✓	✓	✓		
	One open meeting per District per Quarter in each Division held and action issues raised at those meetings	✓	✓	✓	✓	Each Chief Superintendent	
		✓	✓	✓	✓		
	In addition to Community Garda Training, two additional Gardai in each District in the Region trained as Ethnic Liaison Officers	✓	✓	✓	✓	Each Chief Superintendent	
		✓	✓	✓	✓		

STRATEGIC GOAL SIX – COMMUNITY ENGAGEMENT

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

Regional Action	Regional Performance Indicator	Targeted Timeframe Reviewed Monthly				Process Owner	Outcome
		Q1	Q2	Q3	Q4		
Develop and implement the Garda Siochána National Model of Rural and Urban community Policing	The National Model of Rural and Urban Community Policing as it pertains to this Region implemented	✓	✓	✓	✓	Each Chief Superintendent	A Garda service that reflects the needs and priorities of the people of Ireland
		✓	✓	✓	✓		
Implement policy relating to Neighbourhood Watch / Community Alert schemes	<ul style="list-style-type: none"> The number of Gardai allocated to Community Policing in the Region in accordance with the National Model of Rural and Urban Community Policing increased A Neighbourhood Watch / Community Alert committee established in every Garda Division in the Region A Neighbourhood Watch / Community Alert Committee in every Garda District in the Region 100% of existing Neighbourhood Watch / Community Alert schemes in the Region reviewed All issues identified in the reviews to be addressed in Divisional and District policing plans Additional Juvenile Liaison Officers within the Region when appointed Suitable locations within the Region for the further development of Garda Youth Diversion Projects in consultation with Community Relations Office and the Irish Youth Justice Service identified 100% of crime victims notified in writing of the contact details of investigating Gardai and, where appropriate, the availability of victim support services Two trained Family Liaison Officers (FLO) appointed in every Garda District 	✓	✓	✓	✓	Each Chief Superintendent	A Garda service that reflects the needs and priorities of the people of Ireland
		✓	✓	✓	✓		
Implement the Garda youth Strategy to advance appropriate services for children and young people in accordance with the National Youth Justice Strategy	Build and utilise Garda capability in the provision of victim-related services	✓	✓	✓	✓	Each Chief Superintendent	A Garda service that reflects the needs and priorities of the people of Ireland
		✓	✓	✓	✓		

Engage fully in Joint Policing Committees and local policing fora	<ul style="list-style-type: none"> 100% utilisation of the services of FLOs in the investigation involving a fatality and in all other investigations as deemed appropriate by the District Officer Chief Superintendents or Superintendents appointed to all Joint Policing Committees (JPCs) in the Region as appropriate Recommendations from JPCs to inform all Divisional and District plans as appropriate 10% increase achieved in visibility as measured by the Public Attitudes Survey 2008 Four high-visibility foot patrols completed per month by senior Garda management 10% increase in the number of marked vehicles in the Garda fleet 10% increase in the number of high-visibility patrols in RAPID areas Evaluation with a view to maintaining the ISO 9001 standard achieved in 2007 10% increase in the number of registered organisations 10% increase in the number of trained Authorised Signatories 5% reduction in the turn-around time for vetting requests 	<p>Each Chief Superintendent</p>	
Implement the Garda High-Visibility Project	<ul style="list-style-type: none"> 10% increase achieved in visibility as measured by the Public Attitudes Survey 2008 Four high-visibility foot patrols completed per month by senior Garda management 10% increase in the number of marked vehicles in the Garda fleet 10% increase in the number of high-visibility patrols in RAPID areas Evaluation with a view to maintaining the ISO 9001 standard achieved in 2007 10% increase in the number of registered organisations 10% increase in the number of trained Authorised Signatories 5% reduction in the turn-around time for vetting requests 	<p>Each Chief Superintendent</p>	
Continue the expansion of the Garda Central Vetting Unit with emphasis on quality customer service	<ul style="list-style-type: none"> 10% increase in the number of registered organisations 10% increase in the number of trained Authorised Signatories 5% reduction in the turn-around time for vetting requests 	<p>Chief Superintendent Tipperary</p>	

STRATEGIC IMPERATIVES

<i>Strategic Imperative</i>	<i>Change Improvement Project</i>	<i>Timeframe</i>	<i>Ownership</i>
To develop the Garda Síochána into a world-class organisation	Develop a Risk Management Register and Matrix Identify and document the organisational requirements for 'The PULSE Portal'	Project completed – Q4 Full implementation – Q4	Assistant Commissioner South Eastern Region

BOUNDARY CHANGES

The Commissioner proposes making changes to Regional, Divisional, District and Sub District boundaries to realign Garda geographical areas with local authority boundaries. This will generate greater efficiencies and effectiveness in facilitating the establishment and working of Joint Policing Committees in accordance with the provisions of Section 22(1) of the Garda Síochána Act, 2005.

Existing Regional and Divisional Boundaries

South Eastern Region	Regional Headquarters	South Eastern Region	Regional Headquarters
Division Waterford / Kilkenny	Kilkenny Divisional Headquarters Waterford	Division Waterford (New Division)	Kilkenny Divisional Headquarters Waterford (Existing Divisional Headquarters)
Wicklow / Wexford	Wexford	Wexford (New Division)	Wexford (Existing Divisional Headquarters)
Tipperary	Thurles	Tipperary Carlow / Kilkenny (New Division)	Thurles Kilkenny (New Divisional Headquarters)

Proposed Regional and Divisional Boundaries

ORGANISATION PROJECT

ORGANISATIONAL PROJECTS

Targeted Timeframe
Q1 Q2 Q3 Q4

Owner

ICT PROJECT

Property and Exhibits Management System (PEMS)

✓ ✓ ✓ ✓

Assistant Commissioner
South Eastern Region

SOUTH EASTERN REGION PROJECT

SOUTH EASTERN REGION ORGANISATIONAL PROJECT

Targeted Timeframe
Q1 Q2 Q3 Q4

Owner

Human Resource Management

Progress the efficient deployment of Clerical Support Personnel in the South Eastern Region

✓ ✓ ✓ ✓

Civilian HR Manager

SOUTH EASTERN REGION CONTACT DETAILS

Assistant Commissioner

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Chief Superintendent

An Garda Siochana

Thurles

Co. Tipperary

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Chief Superintendent

An Garda Siochana

Wexford

Co. Wexford

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Chief Superintendent

An Garda Siochana

Waterford

Co. Waterford

Telephone: 051 305311

Regional Traffic Superintendent

An Garda Siochana

Dominic Street, Kilkenny

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Detective Superintendent

An Garda Siochana

Waterford

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