



**An Garda Síochána**

**South Eastern Region**

**Policing Plan 2009**

**A TIME FOR CHANGE**



## VISION

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‘Excellent people delivering  
policing excellence’

## MISSION

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

## VALUES

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*Having respect for people and accepting  
diversity in all its forms*

*Protecting human rights and adhering to the  
principles of fairness and justice*

*Maintaining partnerships with the community*

*Individual responsibility and transparent public  
accountability*

*Honesty, professionalism and ethical leadership*

*Continuously learning and embracing change*

# FOREWORD

It gives me great pleasure to launch the 2009 Annual Policing Plan for the South Eastern Region.

This plan builds on the progress achieved in the Region during the lifetime of the Garda Síochána Corporate Strategy 2007-2009.

It is fully focused on achieving public safety, public confidence and transparent public accountability, and outlines a clear process to co-ordinate the implementation of our corporate objectives at Regional, Divisional and District level.



Our Officers and managers will provide leadership to ensure our activities and operations are undertaken in a well managed and professional manner. Our members, as part of the community, are committed to building a strong bond with the people they serve, and will act with the highest degree of integrity, honesty, loyalty and fairness.

The South Eastern Region Policing Plan 2009 clearly sets out our determination to confront the critical concerns of people living in the South Eastern Region. The strategic goals 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, and work collaboratively with all stakeholders to enhance the social, economic and cultural well-being of the community. Community Policing is a priority and will be supported in all Garda Districts in the Region.

I want to continue to make the South Eastern Region a safe place. Tackling crime is a key priority, and I ask you to work with us and report or discuss anything of concern with us at your local Garda Station, with a local Garda in your community, by dialling 999 in the case of an emergency, or through the Garda confidential line 1800 666 111. Traffic Watch may also be used for reporting traffic and road safety concerns you may have on 1890 205 805.

I intend to listen to community groups and any group or person who wishes to bring policing issues to my attention; I welcome your contributions on [commissioner\\_southeast@garda.ie](mailto:commissioner_southeast@garda.ie)

This year will see further changes to Divisional Boundaries. Wexford Division was successfully re-aligned with the County boundary on 2<sup>nd</sup> June 2008, with adjustments to the Tipperary Divisional Boundary taking place on 1<sup>st</sup> January this year. During 2009 Waterford Division will be re-aligned with the County boundary, and Kilkenny / Carlow will be established as a new Division to serve the people living and working in these counties. Garda managers at local level will participate fully and support the work of Joint Policing Committees across the Region.

The South Eastern Region also has within its geographic area, the Garda Central Vetting Office for which I have responsibility, the National Fixed Charge Processing Office under the management of Assistant Commissioner, Traffic, and the Garda College which is managed by Assistant Commissioner, Strategy & Training. Further information in relation to these National Offices, or indeed An Garda Síochána as Ireland's National Police Service, can be obtained from our organisation's website, [www.garda.ie](http://www.garda.ie)

I wish to welcome the new Irish who are residing or working in the South Eastern Region and assure you of our continued professional services.

Finally, I would encourage people to consider joining An Garda Síochána as a professional career choice, or the Garda Reserve, and further details are available from [www.publicjobs.ie](http://www.publicjobs.ie).

Thank you for your continued co-operation.

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Fintan Fanning  
Assistant Commissioner  
South Eastern Region

**Priorities for the Garda Síochána for 2009**  
**Determined by the Minister for Justice, Equality and Law Reform**

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## **Background**

The function of An Garda Síochána under section 7 of the Garda Síochána Act 2005 is as follows:

- Preserving peace and public order
- Protecting life and property
- Vindicating the human rights of each individual
- Protecting the property of the State
- Preventing crime
- Bringing criminals to justice, including by detecting and investigating crime
- Regulating and controlling road traffic and improving road safety

and carrying out such other functions conferred by law, including those relating to immigration.

In producing his Policing Plan the Garda Commissioner is required to have regard to the priorities of the Minister for Justice, Equality and Law Reform and to the Garda Strategy Statement – currently the Garda Síochána Corporate Strategy 2007 – 2009. The Commissioner is also required to have regard to relevant Government policy. This includes the provisions of the programme for Government and the specific Government strategies in relation to road safety, drugs, youth justice, victims of crime and the proposed strategy on domestic and sexual /violence.

## **Priorities for 2009**

The Minister has determined the following matters as special priorities for An Garda Síochána for 2009 in accordance with Section 20 of the Garda Síochána Act 2005.

### **National and International Security**

To protect the security of the State and the people against domestic and international terrorism.

### **Crime**

To target serious crime, in particular organised, gun and drug related crime.

### **Traffic**

To improve road safety by taking appropriate measures to reduce the number of deaths and serious injuries on the roads.

### **Public Order**

To preserve peace and public order in co-operation with local communities, in particular by targeting disorder arising from binge drinking.

### **Customer Service**

To complete and implement a Garda charter which will improve the Garda response to calls for service and which will contain commitments on the level of community policing service which the public can expect from Gardaí.

### **Illegal Immigration and Human Trafficking**

To protect national sovereignty, the frontiers of the State and the integrity of the State's immigration systems and to prevent and target human trafficking and people smuggling through the effective enforcement of national and international immigration law.

## STRATEGIC GOAL ONE – NATIONAL AND INTERNATIONAL SECURITY

*To maintain national and international security*

Key Actions	This will be achieved by	Performance Indicators	Process Owner	Outcome
<p>Support the national goal of monitoring the national and international environments to identify and analyse potential and emerging security threats</p>	<p>Continued development of the Region's intelligence gathering capability and focused targeting of identified security threats and proactive intelligence led operations</p>	<p>Identified threats are assessed, categorised and recorded</p> <p>Identified groups and individuals are reviewed and profiled</p> <p>Strive to ensure that no terrorist attacks occur within the Region</p> <p>Operations targeted at identified terrorist groups</p> <p>Intelligence and information shared with national units as appropriate</p>	<p style="text-align: center;">Each Chief Superintendent &amp; Regional Detective Superintendent</p>	<p style="text-align: center;">A Safe and Secure Region</p>
<p>Take positive action to prevent or contain identified threats</p>	<p>Sharing of intelligence with appropriate national units</p> <p>Intelligence gathered on threats within the Region is effectively disseminated to members</p>	<p>Sources and quality of intelligence enhanced through the use of approved Garda polices and procedures in each Garda Division within the Region</p> <p>Collaboration with national and / or international security agencies in the area of training increased</p>		

**STRATEGIC GOAL ONE – NATIONAL AND INTERNATIONAL SECURITY [continued]**

*To maintain national and international security*

<b>Key Actions</b>	<b>This will be achieved by</b>	<b>Performance Indicators</b>	<b>Process Owner</b>	<b>Outcome</b>
Maintain and develop our capability to proactively and reactively respond to national and international security threats		Completion of a security / risk assessment of all sea ports, ferry terminals and airports within the Region in accordance with international standards	Each Chief Superintendent & Regional Detective Superintendent	A Positive Contribution to International Security

## STRATEGIC GOAL TWO – CRIME

*To significantly reduce the incidence of crime and criminal behaviour*

Key Actions	This will be achieved by	Performance Indicators	Process Owner	Outcome
<p>Increase targeting of organised and serious crime networks including human trafficking networks</p>	<p>Confronting organised crime, drug trafficking, gangland crime and related killings by the greater use of intelligence, legislation and the co-ordination of targeted operations. We will implement the National Strategy within the Region to tackle organised, armed and travelling criminals</p>	<p>Detection rates for illegal firearms increased</p> <p>Incidents where drugs are discovered for sale or supply increased</p> <p>Enhanced data through the use of approved Garda polices and procedures on the incidence of human trafficking for exploitation, with a view to increased detections</p> <p>Identifying and developing strategic partnerships with other agencies and increased engagement with national units</p>	<p style="text-align: center;">Each Chief Superintendent &amp; Regional Detective Superintendent</p>	<p style="text-align: center;">Serious and Organised Crime Undermined Within the Region</p>
<p>Target property crime, including intellectual property and counterfeiting</p>	<p>The development of a multi-agency prolific offender strategy and implementation of National Crime Prevention Strategy</p>	<p>Strive to reduce property crime in the Region</p> <p>Maintain the current high detection rate for property crime in the Region</p> <p>High volume crimes of burglary, theft (other), theft from shop and theft from MPV targeted</p>	<p style="text-align: center;">Each Chief Superintendent &amp; Regional Detective Superintendent</p>	<p style="text-align: center;">Reductions in Property Crime and Increased Detections</p>



**STRATEGIC GOAL TWO – CRIME [continued]**

*To significantly reduce the incidence of crime and criminal behaviour*

Key Actions	This will be achieved by	Performance Indicators	Process Owner	Outcome
<p>Increase the ability of An Garda Síochána to detect crime utilising forensic and other technological developments</p>	<p>The continued development of our forensic and technological analysis capability in areas such as mobile /phones, CCTV, computer and multi media devices and the continued upgrade of the Automated Fingerprint Identification System [AFIS]</p>	<p>Detection rates for assaults increased</p> <p>Increase in the number of detections as a result of forensic examination and identification</p> <p>Continued training and development of scenes of crime examiners</p> <p>Increase in intelligence-led operations against street-level drug dealers in accordance with Regional policy to include:</p> <ul style="list-style-type: none"> <li>- The profiling and targeting of drug dealers</li> <li>- Targeting of licensed premises where drug dealers are known to operate</li> <li>- Enforcement of relevant legislation</li> </ul>	<p>Each Chief Superintendent &amp; Regional Detective Superintendent</p>	<p>An Garda Síochána's Ability to Detect Offenders Increased</p>

## STRATEGIC GOAL TWO – CRIME [continued]

*To significantly reduce the incidence of crime and criminal behaviour*

Key Actions	This will be achieved by	Performance Indicators	Process Owner	Outcome	
Enhance Regional capability in managing the risk associated with sex offenders	In conjunction with the Probation Service enhance the monitoring of sex offenders by implementing a structured programme to manage the risk they pose to society	<p>All persons subject to the provisions of the Sexual Offenders Act 2001 risk assessed</p> <p>Increased level of interface and exchange of information with the Probation Services</p> <p>Continued training and development of personnel as appropriate</p>	Each Chief Superintendent & Regional Detective Superintendent	Risk Posed by Sex Offenders Subject to the Provisions of Legislation Reduced	
Ensure effective intervention in domestic violence incidents and crimes of a sexual nature	Improving public confidence in the capacity of An Garda Síochána to investigate crimes involving domestic violence and crimes of a sexual nature	<p>Detection rate for sexual offences increased</p> <p>The number of arrests for domestic violence related incidents increased</p>			Increased Confidence in An Garda Síochána's ability to Investigate Crimes Involving Domestic Violence and those of a Sexual Nature
Ensure that all outstanding warrants and court orders are reviewed on a monthly basis and executed where possible, targeting serious offenders in the first instance	Monitoring the number of warrants executed within the Region	Audit trail to be implemented in relation to all warrants issued within the Region			

## STRATEGIC GOAL THREE – TRAFFIC

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

Key Actions	This will be achieved by	Performance Indicators	Process Owner	Outcome
<p>Targeted enforcement of both Road Traffic and Road Transport Legislation</p>	<p>Recent experience has shown that greater visibility has contributed to increased compliance with Road Traffic legislation. We will seek to deliver these actions through greater visibility and enforcement by:</p>	<p><u>Visibility</u> - Maintain planned permanent deployment of Traffic Corp across Region</p> <p>Number of Divisional visibility/awareness initiatives conducted in each quarter.</p> <p>Number of interagency operations conducted</p> <p>Promote Traffic Watch scheme and record:</p> <ul style="list-style-type: none"> <li>- Calls to Traffic Watch and</li> <li>- Resulting actions / investigation completed</li> </ul> <p><u>Reduce fatalities/serious collision by</u> -</p> <ul style="list-style-type: none"> <li>- monitoring the number of collisions per month</li> <li>- reviewing each fatal/serious collision</li> <li>- Collision Prone Locations [CPL's] reviewed</li> </ul> <p>The use of Forensic Collision Investigators to identify the causes of serious and fatal collisions and to develop a pin mapping system for such collisions</p>	<p style="text-align: center;">Each Chief Superintendent &amp; Regional Traffic Superintendent</p>	<p style="text-align: center;">Reduction in Incidence of Fatal and Serious Injuries and Improved Road Safety through Increased Road User Compliance</p>

**STRATEGIC GOAL THREE – TRAFFIC [continued]**

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

Key Actions	This will be achieved by	Performance Indicators	Process Owner	Outcome
<p>Promote road safety awareness</p>		<p><u>District Traffic Safety Teams will -</u></p> <ul style="list-style-type: none"> <li>- Hold bi-monthly meetings of the District Traffic Safety Teams</li> <li>- Make referrals to Local Authorities and &amp; County Councils</li> <li>- Use targeted intelligence-led operations against offending young drivers</li> <li>- Identify new Collision Prone Locations [CPLs]</li> <li>- Seize vehicles under Section 41 of the Road Traffic Act</li> <li>- Establish a co-ordinated approach to traffic management for major events, road works and emergencies</li> <li>- Identify and engage with young drivers in each Division</li> </ul>	<p align="center">Each Chief Superintendent &amp; Regional Traffic Superintendent</p>	<p align="center">Reduction in Incidence of Fatal and Serious Injuries and Improved Road Safety through Increased Road User Compliance</p>

**STRATEGIC GOAL THREE – TRAFFIC [continued]**

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

Key Actions	This will be achieved by	Performance Indicators	Process Owner	Outcome
Further develop Regional capability in road policing	Greater use of MAT [Mandatory Alcohol Testing] checkpoints and target increased number of locations to increase visibility	<p>Targets appropriate to An Garda Síochána, set out in Road Safety Strategy 2007 – 2012, achieved</p> <p><u>Intoxicated driving</u> Incidence of drink driving determined utilising available data</p> <p>Number of detections achieved in:</p> <ul style="list-style-type: none"> <li>- Driving/in charge while intoxicated</li> <li>- Drug driving arrests of MAT checkpoints performed</li> <li>- Number of Intelligence led targeted actions against drink and drug drivers</li> </ul>	Each Chief Superintendent & Regional Traffic Superintendent	Reduction in Incidence of Fatal and Serious Injuries and Improved Road Safety through Increased Road User Compliance
	Rollout of Automated Number Plate Recognition [ANPR]	<p><u>Automated Number Plate Recognition:</u></p> <ul style="list-style-type: none"> <li>- System installed in vehicles</li> <li>- Training of all members in use of system</li> <li>- Number of detections</li> <li>- Number of non-traffic detections/hits</li> </ul>		

**STRATEGIC GOAL THREE – TRAFFIC [continued]**

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

Key Actions	This will be achieved by	Performance Indicators	Process Owner	Outcome
Further develop Regional capability in road policing [continued]	Continuing to improve public awareness	<p><u>Increased Media utilisation:</u></p> <ul style="list-style-type: none"> <li>- Number of radio/press utilisations</li> <li>- Number of Road shows presented in schools, colleges and private companies</li> </ul>		
	Full utilisation of speed detection equipment	<p><u>Speeding</u> Increase compliance with speed limits by number of detections achieved in:</p> <ul style="list-style-type: none"> <li>- speeding</li> <li>- road transport offences</li> <li>- strategic Robot deployments</li> </ul> <p><u>Seat Belts</u> Increase compliance through the number of</p> <ul style="list-style-type: none"> <li>- adult seat belt detections achieved</li> <li>- adult rear seat belt detections achieved</li> </ul> <p><u>Mobile Phones</u> Increase compliance with legislation by number of detections in mobile phone use while driving</p> <p><u>Road Transport</u> Number of road transport offences detected</p>	Each Chief Superintendent & Regional Traffic Superintendent	Reduction in Incidence of Fatal and Serious Injuries and Improved Road Safety through Increased Road User Compliance

### STRATEGIC GOAL THREE – TRAFFIC [continued]

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

Key Actions	This will be achieved by	Performance Indicators	Process Owner	Outcome
Further develop Regional capability in road policing [continued]	Full utilisation of speed detection equipment [continued]	<p><u>General road traffic offences</u> - Increase compliance through number of detected:</p> <ul style="list-style-type: none"> <li>- Tax and Insurance</li> <li>- Road construction and equipment offences</li> <li>- Other Fixed Charge Processing System [FCPS] detections issued</li> </ul>	Each Chief Superintendent & Regional Traffic Superintendent	Reduction in Incidence of Fatal and Serious Injuries and Improved Road Safety through Increased Road User Compliance
	Progressing the outsourcing of safety cameras	Number of camera locations identified		
	Contributing to the development and implementation of a National Roads Policing Strategy for An Garda Síochána	<p><u>National Roads Policing Strategy implemented within the Region:</u></p> <ul style="list-style-type: none"> <li>- National initiatives implemented</li> <li>- Number of Criminal intelligence reports</li> <li>- Number of areas identified for overt proactive police patrols in Crime reports prepared by Regional Analysis and Divisional Collators</li> <li>- Number of traffic management initiatives with other stakeholders</li> </ul>	Each Chief Superintendent & Regional Traffic Superintendent	Significant Contribution to Free Flow of Traffic

## STRATEGIC GOAL FOUR – PUBLIC ORDER

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

Key Actions	This will be achieved by	Performance Indicators	Process Owner	Outcome
To manage public disorder and anti-social behaviour, in particular those problems associated with the night time economy	Engage effectively with community, business and statutory groups in conjunction with the analysis of available data in identifying and targeting local public order and anti-social behaviour hot-spots	<p>Increased number of targeted public order patrols achieved</p> <p>Reduced number of incidents of public disorder</p> <p>Increase the number of Behaviour Warnings issued under the Criminal Justice Act 2006</p>		
Maintain and enhance the Regional capability to effectively address incidents of public disorder	<p>Divisional initiatives and partnerships with the licensed trade and other relevant stakeholders to create local alliances to manage the night time economy to reduce alcohol and drug related public disorder</p> <p>Effectively utilise the provisions of the law, in particular the Intoxicating Liquor Act 2008 and Criminal Justice Act 2006 to challenge and control anti-social behaviour, public disorder and underage drinking through targeted operations</p>	<p>Locally identified 'hot-spots' targeted through specific operational plans</p> <p>Incidents of criminal damage reduced</p> <p>Incidents of assault reduced</p> <p>Support the use of ASBOs (Anti Social Behaviour Orders) [issued under the Criminal Justice Act 2006], Exclusion Orders and Good Behaviour Contracts as a mechanism of achieving a reduction in public order incidents within the Region</p> <p>Increase in the number of prosecutions under the Firearms and Offensive Weapons Act 1990</p>	Each Chief Superintendent	Safer Communities and Public Places in the Region



**STRATEGIC GOAL FOUR – PUBLIC ORDER [continued]**

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

<b>Key Actions</b>	<b>This will be achieved by</b>	<b>Performance Indicators</b>	<b>Process Owner</b>	<b>Outcome</b>
Maintain and enhance the Regional capability to effectively address incidents of public disorder [continued]		National campaign to develop awareness of the carrying of knives is supported and implemented in the Region	Each Chief Superintendent	Safer Communities and Public Places in the Region

## STRATEGIC GOAL FIVE – ETHNIC AND CULTURAL DIVERSITY

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

Key Actions	This will be achieved by	Performance Indicators	Process Owner	Outcome
Implement Garda Diversity Strategy	Implementation and evaluation of Garda Diversity Strategy	The Garda Diversity Strategy implemented and evaluated in the Region	Each Chief Superintendent	A Garda Service that Reflects and Serves the Diverse Communities within the Region
Increase the capability and effectiveness of An Garda Síochána in the Region towards creating an organisation representative of the community	Targeted and innovative recruitment campaigns supported within the Region	Campaign to increase new entrants to An Garda Síochána from ethnic minority communities achieved (full-time / reserves / civilian support staff) is supported and promoted within the Region		
Engage with ethnic and culturally diverse communities	Proactively developing methods of engaging with ethnic and culturally diverse communities to ensure access to services and information  Improved recording of racist incidents	Enhanced data on racist incidents with a view to increased detections  Initiatives developed and supported to facilitate engagement with persons from minority and marginalised community groups  Maintain the number of trained Ethnic Liaison Officers in each District within the Region		

## STRATEGIC GOAL SIX – COMMUNITY ENGAGEMENT

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

Key Actions	This will be achieved by	Performance Indicators	Process Owner	Outcome
A Regional focus on Community Policing	Implementing and evaluating the Garda Síochána National Model of Community Policing on a pilot basis in selected Garda Districts	<p>Pilots implemented and evaluated within the Region</p> <p>Maintain the number of Gardaí allocated to Community Policing in the Region in accordance with the National Model of Community Policing</p>	Each Chief Superintendent	A Garda Service that is Partnership Based and Community Oriented
Implement Garda Youth Strategy	Working in collaboration with our strategic partners under the umbrella of the National Youth Justice Strategy 2008-2010	Appropriate Regional actions as set out in the National Youth Justice Strategy are achieved within the Region		

## STRATEGIC GOAL SIX – COMMUNITY ENGAGEMENT [continued]

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

Key Actions	This will be achieved by	Performance Indicators	Process Owner	Outcome
Engage with older people in the Region	Developing effective and innovative policing approaches to enhance engagement with the older people in our communities	Satisfaction levels of older people with Garda service established through joint survey with relevant partner agencies  Each Division to identify older people at risk in their respective Districts  All 'watch schemes' supported in every Garda District within the Region	Each Chief Superintendent	A Garda Service that is Partnership Based and Community Oriented
Enhance our service to the community through the implementation of a Garda Charter	Supporting the development and completion of a Garda Charter	Garda Charter implemented in the Region in accordance with roll-out of national Strategy		
Communicate effectively with the community	Supporting the development of a communications strategy to support the work of An Garda Síochána	Regional actions implemented in accordance with roll-out of National Strategy		
Engagement with all members of the community	Engaging with Joint Policing Committees, statutory interest groups and voluntary agencies to ensure safe and secure communities	Chief Superintendents or Superintendents appointed to all Joint Policing Committees (JPCs) within the Region as appropriate		

**STRATEGIC GOAL SIX – COMMUNITY ENGAGEMENT [continued]**

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

Key Actions	This will be achieved by	Performance Indicators	Process Owner	Outcome
<p>Enhance An Garda Síochána victim related services</p>	<p>Engaging with Joint Policing Committees, interest groups, statutory and voluntary agencies to work towards improving delivery of Victims Charter commitments, in consultation with the Victims of Crime Office and the Commission for the Support of Victims of Crime</p>	<p>Two Family Liaison Officers appointed in every Garda District</p> <p>Satisfaction levels of victims of crime with Garda service established through joint survey with relevant partner agencies</p> <p>Letters to victims issued in all appropriate cases</p> <p>Meaningful dialogue developed with statutory and voluntary agencies to improve delivery of Victims Charter in the Region</p> <p>Increased frequency of meeting with those agencies</p>	<p>Each Chief Superintendent</p>	<p>Improved Communication with, and Service to Victims of Crime</p>

## STRATEGIC IMPERATIVES

Strategic Imperative	Change Improvement Project	Timeframe	Ownership
To develop the Garda Síochána into a world-class organisation	Develop Activity Based Costing in support of Strategic goals	Project completed – Q1	Assistant Commissioner South Eastern Region
	Complete a management information framework	Project completed – Q1	

## SOUTH EAST REGION CONTACT DETAILS

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