



An Garda Síochána Division of Waterford Kilkenny

Securing Safe Communities for Everyone

Safer Homes



Safer Roads



Safer Streets



Safer Nightlife



Divisional Policing Plan 2009



Foreword

This Divisional Policing Plan brings forward a coherent strategy and implementation plan for the policing of Waterford and Kilkenny in 2009. It sets out clearly and objectively how An Garda Síochána working in partnership with local communities, intends to develop and deliver our community policing services and law enforcement initiatives in 2009. Our theme for 2009 is:-

“Securing Safe Communities for Everyone.”



Building on our achievements and learning in 2007 and 2008, this plan focuses on the pursuit of specific initiatives and measurable actions in the areas of State Security, Crime Control, Illicit Drug Dealing, Violence Against Women and Children, People Trafficking and Prostitution, Road Safety, Public Order Maintenance and Community Engagement and Support.

By working in partnership and collaboration with the people of Waterford and Kilkenny, in these times of rigorous financial constraint, our aim is to deliver the best achievable level of security and safety for all our citizens.

Framed by our public mission; quality customer service standards; the human rights principles of legality, necessity, proportionality and transparent public accountability; our performance management framework is designed to ensure that our policing actions and achievements are visible to all and can be tracked and assessed by Gardaí and local communities alike.

I commend this policing strategy and plan to you. I commit all our staff to work purposefully and ethically with you, the people of Waterford and Kilkenny, in the development and delivery of excellent policing services.

We welcome the neighbourhoods of Ardmore and Ballyduff Upper to the Division, and we say farewell to the citizens of Newcastle village as they join the Division of Tipperary. We continue the work of establishing the new Divisions of Waterford and Kilkenny/Carlow. We hope to bring this project to fruition by the summer of this year.

I thank you for your ongoing contributions, cooperation and support. Your feedback, suggestions, criticisms and constructive argumentation are much appreciated.

Together we can make a real difference to the level of safety and quality of life in all our communities.

P. V. Murphy

Chief Superintendent

Division of Waterford Kilkenny

OUR SERVICE EXCELLENCE COMMITMENTS 2009

**In delivering our services to the people of
Waterford & Kilkenny, you can expect your
Gardaí to be:**

❖Responsive

- Engaging with interest and enthusiasm
- Being courteous and helpful
- Working to resolve service problems
- Valuing and acting on citizen feedback

❖Reassuring

- Delivering well informed, confident service experiences
- Going the extra mile to earn citizens' trust
- Following through on service commitments
- Providing reassuring advice and follow-up support

❖Respectful

- Respecting people's dignity and circumstances
- Committing time and effort to understand citizens' perspective
- Delivering on agreed service needs
- Maintaining confidentiality and respecting privacy

❖Reliable

- Consistently delivering dependable services
- Applying the Rule of Law fairly and honestly
- Consistently attending to local community safety needs
- Being timely in dealing with core service and safety duties

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 accepting diversity in all forms
- ✚ Protecting human rights and adhering to the principles of fairness and justice
- ✚ Being a courteous and caring public service
- ✚ Maintaining partnerships with the community
- ✚ Individual responsibility and transparent public accountability
- ✚ Honesty, professionalism and ethical leadership
- ✚ Continuously learning and embracing change



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Statement of Policing Strategy 2009

1. *Public Imperatives and Policing Goals*

1. 1 Basis of Divisional Policing Plan: This is our third Divisional Policing Plan for the Waterford/Kilkenny Division under the provisions of the Garda Síochána Act, 2005 and the Garda Corporate Strategy 2007 – 2009. The new Garda Corporate Strategy entitled *A Time for Change* is premised on three key community policing imperatives, namely **public safety, public confidence and transparent public accountability** (www.garda.ie). Our strategy brings together focused community policing activities and targeted enforcement actions that will deliver value and satisfaction for our citizens and communities, at this time of tight financial constraints.

In practical terms, this policing plan sets out six common sense public facing goals and four internal capability building initiatives. When strategically deployed, they build on our achievements on 2007 and 2008, give effect to the Garda National Policing Plan for 2009, while catering specifically for local policing safety and service needs in our communities. Our divisional policing approach is informed by our focus on the immediate needs and expectations of our local communities, our sense of public mission and moral duty to serve the public good.

We place public safety and safer communities at the core of everything we do. We will execute our core community policing purpose through high Garda visibility, targeted impactful law enforcement, prompt challenging and investigation of criminals, supervision and guidance of young people at risk, active community engagement and support for victims of crime. In executing our community policing strategy, our purpose is to develop and deliver quality Garda services that are consistently **responsive, reassuring, respectful and reliable**. These are our quality service benchmarks for the year ahead.

1. 2 Our Street-level Policing Priorities: As you have come to expect from the Gardaí in Waterford and Kilkenny, securing our democracy, engaging with and supporting our communities, confronting criminals and criminal behaviours, combating illicit drug dealing, combating public disorder and anti-social behaviour, challenging dangerous road user behaviours, and protecting the dignity and rights of our established and new communities reflects our day to day priorities.

Building on the experiences, achievements, challenges and learning gained in 2007 and 2008, we will continue to develop and deliver impactful and reliable policing services that are appropriate to our times, reflective of the Minister's priorities (*appendix 1*) and attentive to local needs and expectations, while serving the public interest.

1. 3 Performance and Accountability Responsibility: The Chief

Superintendent, as Divisional Officer and head of the Divisional Management Team, shall have overall management and leadership responsibility and accountability for the performance and control of the Divisional force, and the successful implementation of this Divisional Policing Plan. The Superintendent in charge of each of our five Districts – Waterford City, Kilkenny City, Dungarvan, Thomastown and Tramore – shall have operational responsibility for local Garda operations, responsiveness to citizen needs and expectations, timely service delivery, standard setting and effective performance management of all District staff and resources.

1. 4 General Performance and Service Challenge: Gardaí in the

Waterford/Kilkenny Division responded to over 38,384 service calls in 2008, down marginally from 40,341 in 2007. Total crime incidents at 20,764 were down from 23,089 in 2007 or 10%. Gardaí made detections in 16,096 instances in 2008 (78%), as compared with 17,869 in 2007 (77%). In terms of productivity, incident/manpower ratio was down from 121.5 incidents per member in 2007 to 115.6 incidents per member in 2008, a decrease of 5.9 incidents or 5% per member. Incidents resulting in proceedings were down from 15,476 in 2007 to 13,942 in 2008, a decrease of 10%¹.

This performance and service data is exclusive of our Fixed Penalty Processing System (FCPS), which accounts for in excess of 27,000 incidents.

2. Community and Public Safety

2. 1 Community Engagement: It is our firm belief that personal and public safety are best served when local Gardaí and local people work together in partnership to solve local problems in a spirit of dialogue, deliberation and cooperation thereby enabling mutual trust and respect. In the year ahead our community policing strategy will be enabled through the visible, engaging and stabilising presence of local Gardaí in our communities, actively engaging with local citizens and partners, supporting our young people in the pursuit of youth justice, while

¹ It should be noted that a significant amount of Divisional Manpower resources were expended on security duties in Waterford City engaging feud related violent public disorder, in the 2nd and 3rd quarters of 2008.



challenging those behaviours and activities that cause fear or danger or threaten citizen safety. We will work earnestly to deploy the new National Community Alert Strategy in conjunction with Muintir Na Tire, and our Neighborhood Watch strategy in urban neighborhoods cater for the safety needs of both rural and urban communities. We will participate actively with our Local Authorities, elected representatives and community leaders in the roll out and activities of Joint Policing Committees.

2. 2 Community Engagement and Policing Leadership: Under the direction of their respective District Superintendents, our geographically embedded community policing teams – urban and rural – will have lead responsibility to engage with and support citizens, their families and representatives to identify public safety problems for early action and resolution.

At Divisional level, Inspector Padraig Dunne, Waterford Garda Station shall have overall performance and process improvement responsibility for community policing and the practical implementation of the National Community Policing Model. Our local communities and local community policing teams will be supported by skilled and dedicated crime investigation teams, illegal drug enforcement teams, road safety teams and public order teams, as appropriate. All criminal, disorderly and dangerous behaviours will be identified early, engaged with promptly and dealt with firmly. We will continue to build our capacity and skills in crime prevention and investigation, thereby ensuring that the intent of criminals is frustrated and that active criminals are identified, disrupted, pursued and professionally investigated for correction, prosecution and asset seizure purposes.

2. 3 State Security: Dangers posed by local and foreign terrorists groups remains a serious threat to the democratic freedoms of the public. We will continue to deploy a strong intelligence led response to the criminal and subversive threats posed by dissenting republican and radicalised groupings. We will continue to work with national Garda units and Crime and Security personnel at Garda Headquarters for the purposes of prevention, disruption and prosecution. Building on our achievements in 2007 and 2008, groups and individuals engaged in such activities shall be targeted for disruption, investigation and prosecution. Major Emergency Planning and excellent Immigration Control shall continue in 2009. At Divisional level Detective Inspector Michael Lacey with Detective Sergeant David Walsh shall have operational performance and process improvement responsibilities. Initiatives and Performance Indicators are set out at page 20.



2. 4 Crime Control and Reduction Strategy: Violent, fear creating and racist criminal behaviours and activities shall be prioritised for preventative intervention and law enforcement. Criminal abuse or criminal exploitation of women and children, in the home or by way of human trafficking for prostitution purposes, will not be tolerated. We will act to prevent all such abuses and where legally possible, we will adopt a pro-arrest and prosecution policy. Criminal conduct of pedophiles and all other sex offenders shall be pursued proactively at District and Divisional levels within the rule of law. Organised criminals engaged in drug trafficking and gun related crime will be challenged promptly and forcefully, thus ensuring that the rule of law and the will of our law abiding citizens prevail. We note the human devastation and loss of life due to the evils of heroin and cocaine trafficking in our urban areas in 2008. In 2009 we will target drug traffickers/dealers for disruption and enforcement as lead actions in our inter-agency drug enforcement strategy. Drug trafficking investigations will be resourced and led with a view to criminal prosecutions and criminal asset confiscation. Detective Inspector Michael Leacy shall have performance and process improvement responsibilities for our illicit drug control strategy.

Property crime including burglaries and thefts continue at an unacceptably high level. It represents a serious source of fear and economic loss across each District in the Division. Consistent targeting and investigation of criminals engaged habitually in volume crime – burglaries and thefts from places and vehicles – shall remain an enforcement priority in 2009. Our targets are to further reduce the capability of organized and traveling criminal gangs to operate within the Division in 2009. In addition to existing resources, an additional Detective Sergeant shall be allocated to the Crime Units in Waterford and Kilkenny respectively. Our crime teams shall be led and tasked by their respective District Officers. They shall report day to day progress of their crime control operations including investigative effectiveness to the Divisional Detective Inspector.

The Superintendent in each of our five Districts shall have overall operational leadership and accountability responsibility for challenging the illegal behaviours of criminals and the prevention and detection of crime. It is the firm duty of each Superintendent to take immediate and firm steps to ensure the effective execution of this crime control strategy. In addition, our Superintendents at Waterford City and Kilkenny City, working with our Detective Inspector, shall have lead responsibility for the development and competent performance of serious crime investigation teams for their respective counties. Such teams shall be deployed in support of local District investigators to disrupt, investigate and prosecute criminals, and to identify criminal assets for seizure and confiscation. Our Divisional Criminal Assets Confiscation Team shall be

increased to one Sergeant and five Gardaí and shall be trained and deployed in 2009. It is our firm intent to deprive criminal gangs of the economic and social benefits of criminally acquired wealth.

2. 5 Striving for Improved Results and Outcomes: Detective Inspector

Michael Lacey, Waterford Garda Station shall have overall performance and process improvement responsibility for crime control. Interdisciplinary teams (local and national) shall be deployed to challenge and confront organised criminal gangs who strive to control and profit at the expense of our youth and other law abiding citizens. Our successes in preventing and prosecuting violent criminality in 2009 are contributing to making this Division a safer place to visit, live and achieve. Our target for 2009 is to reduce, further, the ability of criminals to inflict fear and loss on our citizens and businesses, to reduce the opportunities for and causes of criminality, and to reduce crime, while continuing to improve our crime detection rate.

2. 6 Public Order Maintenance: Public disorder and anti social behaviours are well established causes of public nuisance and fear on our streets and in our public areas. The type of organised violence and criminal public disorder witnessed in Waterford City in 2008 will continue to be challenged through security operations, criminal investigations and prosecutions. Public disorder associated with our 'night economy hotspots' remain an unacceptable source of fear and public concern. The rule of law and the rights of law abiding citizens must be upheld and respected.

We must improve significantly in this area: our target for 2009 is to reduce serious incidents of public disorder. Each District Superintendent shall have operational leadership and accountability responsibilities here. At Divisional level, Inspector Liam Connolly, Kilkenny Garda Station shall have overall performance and process improvement responsibility for public order maintenance. Initiatives and Performance Indicators are set out at page 26 and 27.

We will work with our Local Authorities, public representatives of our local communities, local community and business leaders, and engage with local Joint Policing Committees and local policing fora, to identify the sources and causes of local problems. We will act jointly and swiftly to solve such problems. In that regard, we will work collaboratively to make maximum use of RAPID initiatives, our Youth Diversion Schemes, and broader community and youth engagement. Analysis of 'public order hotspot' data will continue be used to target prevention and enforcement initiatives. Where identified stakeholders fail or refuse to deliver on their legal and democratic



responsibilities, we will act as appropriate and necessary to deploy the provisions of the Housing (Miscellaneous Provisions) Act 1997, the Public Order Act 1994, Criminal Justice Act, 2006 (Part ii) and the Liquor Licensing Laws to assure public safety. No stakeholder shall be allowed to profit through behaviours that recklessly or criminally endanger the safety or human rights of others. We will adopt a pro-arrest policy towards serious and persistent offenders. In line with the requirements of our National Policing Plan 2009, our target is to reduce the incidents of public disorder and to achieve an increase in the number of public order detections.

2. 7 Road Safety Priorities: Road safety remains a critical public safety challenge for all of us in 2009. While significant investments in high visibility and high enforcement policing have been made in this Division over the past several years, negligent and aggressive road user behaviours in terms of excessive speeding, drunk driving, drug driving, driver fatigue, failure to wear safety belts and excessive loading of commercial vehicles, remain the most critical threats to human life in our two counties. In terms of road fatalities, 2008 saw a most welcome outcome with just 11 people losing their lives in 10 fatal collisions. This represents a welcome saving of seven human lives when compared with 2007 figures.

Working together, by striving for greater compliance with road safety legislation and more responsible road use, we are capable of reducing this unnecessary level of human carnage in 2009. In terms of enforcement and responsible road user compliance, our target is to improve road user compliance in line with RSA Road Safety Strategy 2007-2012 (www.rsa.ie). The Gardaí have lead responsibility to improve road safety through enforcement and offence detections in key areas of drunken driving, drug driving, speeding, non-wearing of seat belts and dangerous/aggressive driving, and influencing road-users towards compliance with key road safety standards. Initiatives and Performance Indicators are set out at page 23 & 24.

2. 8 Improving Local Road Safety Policing Capability: In 2009 we shall continue to improve the capability and impact of our Traffic Corps in Waterford, Kilkenny, Thomastown and Dungarvan. We shall deploy our full Traffic Corps capability and adopt an influencing and intelligence led approach to improve compliance through sharpening our preventative presence and enforcement response to the dangerous and negligent road user behaviours. At Divisional level, Inspector Thomas King, Kilkenny shall have overall performance and process improvement responsibilities for road safety. We shall engage as an active and influential road safety partner - contributing as appropriate to each of the three E's – *enforcement, education and engineering*. Our road safety approach will be led by ever increasing



preventative contributions and ever increasing enforcement on identified dangerous roads known as ‘red zones and amber zones’.

We will work with local and national road authorities to ensure that traffic flow is streamlined and improved, especially at peak times and places of emergency.

2. 9 Policing with our New Communities: We are proud of the leadership role that An Garda Síochána plays in supporting our diverse new communities as they strive to make better lives for themselves and their families in this Division. In 2009 we will continue to provide our new communities with an excellent immigration service and a supportive community policing service. At Divisional level, Inspector Padraig Dunne, Waterford shall have overall performance and process improvement responsibility for ethnic and cultural diversity. We will afford our new communities opportunities for dialogue, discussion and action planning on all matters concerning their policing and safety needs. While respecting and vindicating the human rights of all as protected by law, we will be sensitive to and supportive of their diverse cultural traditions and heritage. We recognise the pernicious nature and damaging impact of racism and racist behaviours. We will actively oppose and investigate, for the purposes of prevention and criminal prosecution, all discriminatory, racist and criminal behaviours aimed at members of our new communities. Initiatives and Performance Indicators are set out at page 28.

3. Public Confidence and Service Delivery

3. 1 Improving Service Standards: We note the continuing high level of public demand for Garda services sketched at paragraph 1.4 above. In response we are committed to delivering *timely* policing services that reflect our hallmark service standards. When our citizens meet Gardaí on the street, at station service points or on the telephone, they have a right to expect a *responsive, reassuring, respectful and reliable* service. We note that overall public satisfaction with the Garda service in this Division was 71% in 2008 up 3% from the previous survey results in 2007². Based on ongoing public feedback, we have identified service quality at key points of service – (1) enforcement engagements on our streets, (2) station counter services (3) telephone services at Waterford and Kilkenny stations and, (4) case feedback to victims and citizens as key priorities for service improvements in 2009. These are matters of significant public and Garda concern. Such service improvements are matters deserving of our highest priority.

² Garda Public Attitude Survey 2008: Research Report No. 1/08

At Divisional level Inspector John Mulligan, Waterford shall have overall performance and process improvement responsibility for service and standards improvement.

In 2009 we will:

- a) Implement a programme of service improvements (1) for counter and telephone services at Waterford and Kilkenny Garda Stations, and (2) feedback to customers to ensure that they are kept up to date in relation to their cases or enquiries.
- b) Strive to respond to calls for assistance promptly. While taking account of local demands and challenges, we are committed to *responding to all emergency calls immediately*. Emergency calls resulting from life threatening or violent behaviours will continue to be given the highest priority. Our front line staff will be prompt and professional in their interactions; they will provide you with their names, station, contact and PULSE reference numbers as appropriate,
- c) Improve our responsiveness and feedback to victims of crime. We will afford all victims of crime a sensitive service and immediate referral to the professional victim support services as provided by the Commission for the Support of Crime Victims – Crime Victims Helpline 1850 211 407, www.crimevictimshelpline.ie. Victims of sexual assault and the families of victims of homicide will be afforded full and comprehensive victims support services as set out in our Garda Victims Charter - www.garda.ie/pub/victims_charter.pdf,
- d) We will ensure that all receivers of Garda services are updated promptly on the progress of their cases, and that they are given appropriate reference and tracking information to ensure that they are knowledgeable on current status.

3.2 Threat Assessment and Managing Risk: Threat assessment and risk management are emerging as critical public safety capabilities for effective and accountable policing. In 2009 we will continue to improve our threat assessment and risk management capabilities by updating our risk register in the light of known threats and emerging risks. At Divisional level, Inspector Paul Heffernan, Dungarvan Garda Station shall have overall responsibility for performance and process improvement in threat assessment and risk management and shall be assisted by Inspector Thomas Duggan in so far as Major Emergency Planning is concerned. During 2009, we will:

- a) Refine and update our major emergency plans. In conjunction with our partner agencies we will stage two major emergency exercises.
- b) Continuously assess and monitor the risks posed to public safety by criminal or psychiatric induced behaviours and Garda responses thereto. We shall continue to build operational

command and response capabilities in accordance with national guidelines. Minimising unnecessary and avoidable risk to citizen and Garda safety shall be our overall goal.

- c) Conduct specific risk assessments on persons who are known to our Gardaí to be in direct and immediate danger from criminal behaviours. We will afford such individuals appropriate preventative advice, safety guidance and protection as agreed with them and approved by Garda Headquarters.
- d) Identify 'high value targets' that may be the object of criminal attacks and robbery. We will agree crime prevention strategies and robbery detection strategies with such institutions and individuals.
- e) Assess and review our process and performance standards for (1) persons in Garda custody (2) the investigation of missing persons cases, (3) registration and tracking of sex offenders, (4) the identification, procurement, custody, verification and presentation of evidence in criminal cases and (5) validation of Pulse Incidents in accordance with the Crime Counting Rules.
- f) Assess the safety and welfare implications for Garda staff of high visibility presence on our roads and engagement in violent operational incidents. We will continue to provide appropriate equipment, safety training, competence building and experiences for members with a view to deploying good practices at all times.
- g) Assess and review our services, behaviours and law enforcement protocols and actions to ensure that they comply fully with the quality citizen service protocols, ethical standards and professional values of An Garda Síochána. We will work with the Garda Professional Standards Unit for quality assurance purposes in that regard.

4. Public Accountability

4.1 Performance Management Duty: Effective performance management of this policing plan is the responsibility and duty of the Divisional Management Team. Smart and effective performance management is critical for operational effectiveness, managerial control and transparent public accountability. Focused leadership in terms of clarity of purpose, effective modern work processes and drive for citizen-focused results and outcomes are essential at Divisional, District and station levels. The Chief Superintendent shall have overall process improvement responsibility. The managed implementation of this Divisional policing plan shall be characterised by (1) a results orientation, (2) clearly focused performance priorities, (3) performance targets for each goal and initiative, (4) early identification of problems that threaten public safety, (5)

rigorous assessment and review of our response capabilities, and (5) rapid follow up to ensure successful conclusions and outcomes.

4. 2 Accountability Process and Structure: Our performance accounting period shall be quarterly. The chief superintendent shall account for Divisional performance to the Regional Assistant Commissioner, with provisional results and achievements being supplied for the information of the Garda Commissioner and the Minister for Justice, Equality and Law Reform in accordance with the provisions of the Garda Síochána Act, 2005.

4. 3 Divisional and District Accountability: At Divisional level, the Divisional Management Team (consisting of the Chief Superintendent and five Superintendents) shall be accountable for control, performance and continuous improvement. They shall review results and achievements on a weekly basis, and where necessary make adjustments (by way of direction, adjustments, correction, etc) to assure the effective implementation of the plan. At District level, each Superintendent shall review progress on a daily basis with local supervisors and team leaders. They will act on the basis of facts and results to ensure the accountable and effective implementation of the plan.

4. 4 Audits and Controls: The Chief Superintendent will audit performance, in terms of achievement versus targets, and control protocols and procedures at District level twice during 2009. Superintendents will conduct similar audits within their District stations on four occasions during 2009. Auditing protocols, advices and feedback from the Internal Audit Section, Garda Headquarters shall be complied with and acted upon.

4. 5 Accounting to Citizens: Subject to public policy and the requirements of law, members of the public who are adversely affected by Garda action or inaction shall have the right to make representations, hold Gardaí to account and seek factual explanations and meaningful redress. Also they have the right of complain to the Garda Ombudsman Commission and have their complaints investigated and adjudicated in accordance with the provisions of the Garda Síochána Act 2005.

5. *Capability Building*

5.1 **Renewal and Modernisation:** The Garda Corporate Strategy 2007 – 2009

identifies modernisation and capability building initiatives that are essential for the modernisation of An Garda Síochána in terms of leadership, culture, relationship management, structures, processes, operations capability and key results achievement. The implementation strategy for our Divisional Policing Plan 2009, takes account of and actions many of those initiatives: - operations management, organisational development, cultural renewal, leadership and management and customer relationship management. The Chief Superintendent shall have overall responsibility for Divisional Process Improvement for Capability Building.

5.2 **Learning and Development Initiatives:** In 2009 Waterford/Kilkenny Division capability building initiatives will include:

- a) Quality training and development programmes for all student and probationer Gardaí and reserve Gardaí allocated to our Division.
- b) Continuous professional development for operational staff focused on quality citizen service, changes in law, Garda policy and procedure,
- c) Job related skills and development in areas related to the competent implementation of our stated policing goals and initiatives – crime prevention and detection, road safety, public order maintenance, criminal intelligence management, prisoner management, investigation file preparation, incident room management, customer relationship management, cultural and ethnic relations, critical incident management and health and safety in the work place. A special supportive development framework shall be put in place to enable the continuing professional progression of post phase V Probationer Gardaí.
- d) Job placement and secondment of selected staff with specialist national and local units in the areas of fraud investigation, surveillance, criminal asset profiling, telephonic traffic analysis, forensic computing.
- e) Job rotation of operational staff at Garda and Sergeant ranks for competence building, motivation and career progression purposes.
- f) Coaching, counseling and mentoring for supervisory and management staff in areas of personal effectiveness, team building and standard setting, discipline and professional standards, performance management, leadership and professional accountability

Inspector John Mulligan, Waterford Garda Station shall have overall Divisional performance and process improvement responsibility for learning and development.



5.3 Boundary Reviews and Reforms: The effectiveness of our community policing strategy and citizen focused service delivery commitment is contingent on a comprehensive, up to date understanding of demographic, social and business developments across the Division. In line with national Garda policy, we will continue in 2009 to engage with the reform of Divisional and District boundaries with a view to improving alignment between service demand and delivery capability. In line with the Garda Commissioner's policy, the creation of a new Division of Waterford and a new Division of Kilkenny Carlow will be progressed in 2009. In addition, we will review the physical appropriateness of our stations and the geographical allocation and clustering of staff in each District in the light of local safety requirements and workload commitments. Our visible and stabilising presence among fractured, at risk and isolated communities shall continue to be of paramount importance. The Chief Superintendent, supported by each of our District Officers, shall have overall Divisional responsibility for these reviews.

6. *Evaluation*

6.1 Our Policy is to review the implementation of our policing plan on a quarterly basis and to complete a comprehensive and end of year evaluation of performance and achievements, results and outcomes. Such evaluation reports shall assess our achievements in terms of performance and achievements versus plans, value for money in the focused pursuit of our public imperatives of public safety, public confidence and public accountability.

Key Divisional Improvement Projects 2009

✧ *Corporate Risk Register*

The Gardaí in Waterford/Kilkenny will in the 2009 Policing Year introduce a Corporate Risk Register to identify and mitigate any risks to the state and the organisation of An Garda Síochána.

✧ *Activity Based Cost Accounting System for Overtime.*

In providing the best possible use for public monies the Division of Waterford/Kilkenny will develop a cost based analysis system for the recording, measurement and analysis of overtime incurred in the provision of the Garda Service. This activity based accounting system will allow for a more analytical approach to the control of overtime.

✧ *Customer Relationship Management Model*

The Division will rollout a series of improvements under the CRM model to take account of our key points of contact. We will endeavour to provide the best possible feedback to all victims of crime. We will appoint Family Liaison Officers to liaise with victims and their families in serious violent cases.

✧ *Garda Divisional Boundaries*

The Divisional Boundary realignment project will continue to be rolled out in 2009 and the new Waterford Division due to be created on the 1st of January 2009 will now be established during the 2nd quarter of this policing year.

POLICING GOALS

- 
1. **National & International Security**
 2. **Crime & Drugs**
 3. **Traffic & Road Safety**
 4. **Public Order**
 5. **Ethnic & Cultural Diversity**
 6. **Community Engagement**

STRATEGIC GOAL ONE - NATIONAL & INTERNATIONAL SECURITY

To maintain National & International Security

Initiatives & Actions	Performance Indicators	Base Line	Targeted Time Frame					Outcome
<i>Threat Assessment</i> Identify and assess all known threats to National & International Security	✳ Assess, Categorise & record all known persons or groups identified as having subversive links within the Division ✳ Profile every assessed target that has a high or medium risk ✳ Assess and develop the current protocols in the response to tiger kidnappings ✳ Quarterly report on Divisional and Regional activity to be submitted		Q1	Q2	Q3	Q4	Each District Officer D/Insp. M Lacey (Divisional Level)	All Threats Against the State’s National and International Security Contained to Ensure a Secure Democracy
		n/a	√	√	√	√		
		n/a	√	√	√	√		
		n/a		√				
<i>Focussed Intelligence Led Operations</i> Instigate intelligence led operations against subversive groups	✳ Operations against profiled targets initiated ✳ Number of Persons arrested as a result of intelligence led operations ✳ Number of Prosecutions arising out of intelligence led operations	n/a	√	√	√	√	Each District Officer	
		n/a	√	√	√	√	D/Insp. M Lacey (Divisional Level)	
		n/a	√	√	√	√		
<i>Major Emergency Planning</i> To Provide a quality framework to deal with Major Emergencies and Major Emergency Planning for the Waterford Kilkenny Division in 2009	✳ Hold an interagency training day on the roles of organisations and key agency personnel ✳ Hold two major Emergency Exercises in the year	n/a			√		Each District Officer	
		n/a				√	Insp. T Duggan (Divisional Level)	
<i>Staff Development & Capability Building</i> Enhance the capability of the Division for reporting and targeting of terrorist orientated risks and threats and the capability to deal with Major Emergency incidents	✳ Identify sites for Major Emergency Training and hold a staff training and development operation in major emergency response in the Division. ✳ Obtain Training for 2 key personnel in the management of Tiger Kidnapping Incidents ✳ Hold a desktop exercise in Tiger Kidnappings	n/a		√	√		Each District Officer	
		n/a		√			Insp. J Mulligan Divisional Level	
		n/a			√			
<i>Port and Point of Entry Control</i> Ensure safe and proper control into the state at all International Points of Entry within the Division	✳ Number of Inspections at Waterford regional airport ✳ Number of Inspections at Waterford Port ✳ Number of Breaches of Immigration law at these points of entry	n/a	√	√	√	√	Each District Officer	
		n/a	√	√	√	√	D/Insp. M Lacey (Divisional Level)	
		n/a	√	√	√	√		

STRATEGIC GOAL TWO – CRIME & DRUGS

GOAL

2

To significantly reduce the incidence of crime and criminal behaviour.

Initiatives & Actions	Performance Indicators	Base Line	Targeted Time Frame				Ownership	Outcome
Violent Crime Target violent crime and fear creating behaviour for vigorous policing action	* Reduce the level of Violent Crime on 2008 levels * Achieve a Detection Rate of 75% for the Violent Crime categories * Increase the number of detections for the illegal possession of firearms * Increase the Detection Rates for Sexual Offences on 2008 levels	354 incidents	Q1	Q2	Q3	Q4	Each District Officer	Overall Crime Reduced
		71%	✓	✓	✓	✓	D/Insp. M. Lacey Divisional Level	
		29 incidents	✓	✓	✓	✓	D/Insp. M. Lacey Divisional Level	
		59%	✓	✓	✓	✓	D/Insp. M. Lacey Divisional Level	
Property Crime Target the incidence of property crime for a reduction	* Target Property Crime for a reduction in incidents on 2008 levels * Increase the average detection rate for Property Crime	4294 incidents	✓	✓	✓	✓	Each District Officer	
		41%	✓	✓	✓	✓	D/Insp. M. Lacey Divisional Level	
Illicit Drug Trafficking and Dealing Continue to target drug use and dealing at all levels.	* Increase the number of Section 3 MDA seizures on 2008 levels * Increase the number of incidents where drugs are seized for sale or supply * Focus operations in tackling illegal substance use using all available legislation including: Section 19 Housing Misc. Prov. Act Section 18 Notices served on lic. Premises. * Number of Clean Street Operations held	1030	✓	✓	✓	✓	Each District Officer	
		164	✓	✓	✓	✓	D/Insp. Lacey Divisional Level	
		n/a	✓	✓	✓	✓	D/Insp. Lacey Divisional Level	
		n/a	✓	✓	✓	✓	D/Insp. Lacey Divisional Level	



GOAL

2

Initiatives & Actions	Performance Indicators	Base Line	Targeted Time Frame				Ownership	Outcome
			Q1	Q2	Q3	Q4		
Forensic Capability Further develop the capability of the Division in the use and development of Forensic Techniques in Crime Investigation	* Each Scene to be assessed and examined by Scene of Crime Personnel	n/a	√	√	√	√	Each District Officer	Overall Detection Reduced
	* Increase by 20% the number of detained persons providing fingerprint/palm print samples	n/a	√	√	√	√	D/Insp. M. Lacey	
	* Establish the viability of the deployment of an Automated Fingerprints Identification System (AFIS) unit at Kilkenny and Dungarvan Garda Stations	n/a	√	√	√	√	Divisional Level	
Violence Against Women and Children To target incidents of violence against women and neglect of children for support, prevention and prosecution	* Implement An Garda Síochána pro arrest policy in every case where arrestable offences are disclosed and ensure that all cases of violence and neglect against children are fully investigated and referred to the relevant authorities	n/a	√	√	√	√	Each District Officer	
	* Ensure each District, Audits Pulse incidents categorised as Domestic Violence (no offence disclosed) to ensure compliance with revised Garda Policy on Domestic Violence 2007	n/a	√	√	√	√	D/Insp. M. Lacey	
	* Increase the Number of arrests made at Domestic Incidents		√	√	√	√	Divisional Level	
Staff Development & Capability Building Build the Divisional Capability to target Crime within the Division	* Identify and train members, an additional 1 member in Waterford and 1 member in Thomastown in incident room management	n/a	√				Each District Officer	
	* Carry out an audit on the Divisional Crime Response Capability and address any deficiencies identified.	n/a		√			D/Insp. M. Lacey	
	* Select and train a Scenes of Crime Manager for the Division	n/a			√		&	
	* Identify and obtain training for the optimum number of Specialist Child Interviewers in the Division	n/a			√		Insp. J Mulligan	
	* Obtain training for Exhibit Managers and Exhibit Officer	n/a				√	Divisional Level	



GOAL

2

Initiatives & Actions	Performance Indicators	Base Line	Targeted Time Frame					Outcome
Manage Risk Posed by Sex Offenders Ensure that the movement of known sex offenders is tracked and monitored to ensure community safety	✱ Ensure that each District has in place a register of all identified Sexual Offenders and that each Offender has been threat assessed to establish the level of Risk posed to the public. ✱ Each identified Sex Offender should be assigned to a member of An Garda Siochana to ensure proper monitoring of their activities and movements. ✱ Those offenders categorised as High Risk should be assigned for monitoring as directed the Divisional Detective Inspector	n/a	✓	✓	✓	✓	Each District Officer D/Insp. M. Lacey & Insp. P. Dunne Divisional Level	
Prostitution and Human Trafficking Actively target the illegal sex industry and the Illegal trafficking of Persons across the State.	✱ Train 2 members in the investigation of Human Trafficking ✱ Number of Operations conducted under Operation Abbey ✱ Number of Persons Arrested under Operation Abbey ✱ Maintain Liaison with Non Government Organisations (NGO's) such as Ruhama in the monitoring and trafficking of persons for use in the Sex Industry	n/a	✓	✓	✓	✓	Each District Officer & D./Insp Lacey (Divisional Level)	
Criminal Profiling Build a real-time Criminal Profiling Practice - Individual Profiling; Asset Profiling and Geographical Profiling	✱ Geographical Profile for each Neighbourhood ✱ Monthly Crime Maps and Profiling Maps produced for the Waterford District ✱ Number of Targets being pursued by the Divisional Criminal Assets Profiling Team ✱ No of Criminal Gang Profiled segments being worked ✱ Number of Profiles created on known criminals ✱ Value of Assets seized or frozen by Criminal Assets Profiling Team	n/a	✓	✓	✓	✓	Each District Officer, & D/Insp Lacey (Divisional Level)	
Intelligence Capability Build on the excellent levels of achievement in 2008 to ensure a higher quality and return of Criminal Intelligence	✱ Increase the number of Criminal Intelligence collations made to the Criminal Intelligence Office (CIO) ✱ Increase the number of CIO information and intelligence bulletins issued by the CIO at District Level ✱ Hold Bi-monthly intelligence briefings to the operational units by the CIO or D/Inspector Crime. ✱ Increase the number of CHIS referrals made. ✱ Hold weekly crime management meetings for the sharing of intelligence across all operational teams.	n/a	✓	✓	✓	✓	Each District Officer D/Insp. M. Lacey Divisional Level	Overall Detection Reduced

STRATEGIC GOAL THREE - TRAFFIC & ROAD SAFETY

To significantly reduce the incidence of fatal and serious injury collisions and to improve road safety.

GOAL

3

Initiatives & Actions	Performance Indicators	Base Line	Targeted Time Frame				Ownership	Outcome
Targeted Engagement of Road-Users for preventative influencing, Intelligence Gathering and Enforcement Targeted enforcement of road traffic and road transport legislation	✳ Increase by 10% the number of Lifesaver notices issued for Speeding, Seatbelts and Mobile Phones issued in Red and Amber Collision Prevention Zones (CPZs) ✳ Increase by 10% the number of prosecutions for dangerous driving in Red & Amber CPZs ✳ Initiate engagement and enforcement operations aimed at young vulnerable drivers who engage in High Risk behaviours on our roads ✳ Increase by 20% the number of Road Traffic Interventions with Large Public Service Vehicles (PSV's) and HGV's		Q1	Q2	Q3	Q4	Each District Officer Insp. T King Divisional Level	Reduce fatal and Serious Injury traffic Collisions in Line with Government Strategy
		266 incidents	√	√	√	√		
		n/a	√	√	√	√		
		173 incidents	√	√	√	√		
			√	√	√	√		
Education and Road User Engagement Develop and Deploy a Garda Road Safety Awareness and Education Programme	✳ Hold 3 Garda Road Safety Road Shows for all Transition Year students in the Division and students at the Waterford Institute of Technology ✳ Ensure that the Road Safety Module of the Garda Primary Schools Programme is delivered to each primary school in the Division ✳ Continue to broadcast bi-weekly on local radio on the issue of road safety	n/a			√	√	Each District Officer Insp. T King Divisional Level	
		n/a				√		
		n/a	√	√	√	√		
MAT Checkpoints and DWI Build on success in tackling Drink Driving in an effort to reduce the number of fatalities	✳ Increase the number of MAT (Mandatory Alcohol Testing) checkpoints performed on 2008 levels ✳ Achieve an increase on the number of persons arrested under Drink Driving legislation	3228 checkpoints	√	√	√	√	Each District Officer Insp. T King Divisional Level	
		777	√	√	√	√		



GOAL

3

Initiatives & Actions	Performance Indicators	Base Line	Targeted Time Frame				Ownership	Outcome
Traffic Management Collaborate internally and externally with the relevant agencies to deliver a traffic management system	✱ Establish a coordinated approach to traffic management for major events, road works and roadside emergencies.	n/a	✓	✓	✓	✓	Each District Officer	
	✱ Establish a traffic management plan for the urban centres of the Division to deal with high volume traffic at peak times	n/a	✓	✓	✓	✓	Insp. T King Divisional Level	
Interagency Initiatives Engage with other agencies in the identification of Road Improvements aimed specifically at Road Safety	✱ Number of Collision Prevention meetings held per month	n/a	✓	✓	✓	✓	Each District Officer	
	✱ Number of Collision Prevention Programmes (CPP) recommendations on engineering improvements submitted.	n/a	✓	✓	✓	✓	Insp. T King Divisional Level	
	✱ Number of identified engineering improvements made.	n/a	✓	✓	✓	✓		
Staff Development and Capability Build on the capability of the Division to actively engage with road users and prevent the numbers of road fatalities within the District	✱ Increase the Divisional Traffic Corp levels in line with National Guidelines	n/a	✓	✓	✓	✓	Each District Officer	
	✱ Hold a Traffic Corp Conference on HGV legislation and False Documentation at least once during the year.	n/a			✓		Insp. T King & Insp. J Mulligan Divisional Level	
Intelligence Capability and Building Build on the capability of the Traffic Corp Units to collate and disseminate intelligence	✱ Increase by 10% the volume of intelligence collations submitted by Traffic Corp Personnel.	n/a	✓	✓	✓	✓	Each District Officer	
	✱ Identify and target Persistent Dangerous Road Users for detection and prosecution.	n/a	✓	✓	✓	✓		
	✱ Ensure that Divisional Traffic Corp Teams are fully utilised for all aspects of Roads Policing, including crime prevention, crime detection, and intelligence gathering.	n/a	✓	✓	✓	✓		

STRATEGIC GOAL FOUR - PUBLIC ORDER

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

GOAL

4

Initiatives & Actions	Performance Indicators	Base line	Targeted Time Frame				Outcome	
Public Order & Anti Social Behaviour Identify local public order and anti social behaviour “Hot-Spots” and develop responsive actions and plans	✱ Achieve a reduction in the number of serious Public Order Incidents through early intervention at identified hotspots ✱ Increase the overall detection rate for assaults ✱ Decrease the number of assault incidents taking place at identified hotspots ✱ Decrease the incidents of criminal damage ✱ Number of Closure Orders applied for premises contributing to anti social behaviour ✱ Number of Antisocial Behaviour notices issued ✱ Number of Antisocial Behaviour Orders applied for to the District Court.		Q1	Q2	Q3	Q4	Each District Officer Insp. P Heffernan Divisional Level	Garda Satisfaction Rate Increased by 2% Within the Division
		2859 incidents	√	√	√	√		
		69%	√	√	√	√		
		798 incidents	√	√	√	√		
		1897 incidents	√	√	√	√		
		n/a	√	√	√	√		
		n/a	√	√	√	√		
		n/a	√					
Enforcement of Liquor Licensing Laws Proactively enforce the law relating to underage drinking and substance abuse in both public places and licensed premises	✱ Number of meetings held with holders of licence premises ✱ Number of detections for the sale or supply of controlled drugs on Lic. Premises ✱ Target known premises known to be involved in the sale of alcohol to underage persons for covert surveillance and targeted operations ✱ No of inspections of Lic. Premises ✱ No of objections to Special Exemption Orders ✱ No of objections to granting of licences ✱ No of licensed premises associated with Public Disorder profiled for prosecution.	n/a	√	√	√	√	Each District Officer Insp. P Heffernan Divisional Level	
		n/a	√	√	√	√		
		n/a	√	√	√	√		
		n/a	√	√	√	√		
		n/a	√	√	√	√		
		n/a	√	√	√	√		
		n/a	√	√	√	√		
		n/a	√	√	√	√		

Initiatives & Actions	Performance Indicators	Base Line	Targeted Time Frame				Ownership	
Stakeholder Engagement Consult with community, business and statutory stakeholders on the establishment of interagency initiatives against anti social behaviour, including the deployment of CCTV in urban areas	✱ Continue to develop the “Kilkenny Cares and Waterford City Cares” projects in the fight against Public Disorder	n/a	√	√	√	√	Each District Officer Insp. L Connolly & Insp. P. Dunne Divisional Level	Reduce the Number of Youths Involved in Crime
	✱ Liaise with Local Authorities and Joint Policing Committees on the provision of services in relation to the sources of Public Disorder and Anti Social Behaviour, e.g. Fast Food Outlets	n/a	√	√	√	√		
	✱ Number of contributions made to County Development Boards in relation to the Environmental Design of Housing Developments	n/a	√	√	√	√		
	✱ Ensure the development and roll out of Garda & Community CCTV schemes in the Urban Centres of Waterford and Kilkenny.	n/a	√	√	√	√		
	✱ Ensure the rollout of the Garda National Model on Community Policing	n/a	√	√	√	√		



STRATEGIC GOAL FIVE - ETHNIC AND CULTURAL DIVERSITY

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

GOAL

5

Initiatives & Actions	Performance Indicators	Targeted Time Frame				Ownership	Outcome
		Q1	Q2	Q3	Q4	Each District Officer	Public Confidence Increased by 2%
<i>Racial Incident Investigation</i> Provide protection and redress against racist incidents	✱ Properly record and investigate every reported incident involving racist behaviour ✱ Number of Complaints made against Garda members for racist behaviour	√	√	√	√	Insp. P Dunne Divisional Level	
		√	√	√	√		
<i>Trust & Confidence</i> Build Trust and confidence with ethnic and culturally diverse communities	✱ Number of Targeted initiatives with ethnic and culturally diverse groups including traveller, refugee and migrant communities ✱ Number of Ethnic Liaison Officer Meetings and evaluation reports prepared ✱ Quality of Immigration Service provided – Number of new Asylum Registrations	√	√	√	√	Each District Officer	
		√	√	√	√	Insp. P Dunne Divisional Level	
		√	√	√	√		
<i>Communication and Consultation</i> Communicate effectively with ethnic and culturally diverse communities	✱ Hold an open day for members of the Ethnic Community ✱ Hold a Cultural information night in conjunction with members of the local ethnic community. ✱ Hold a quarterly meeting with members of the Ethnic Community and the District Officer ✱ Number of members of the Ethnic Community who sit on one of the following groups 1. Neighbourhood Watch (NW) Committee/Community Alert 2. Local Community Policing Fora 3. Joint Policing Committees (JPC)	√	√	√	√	Each District Officer	
		√	√	√	√	Insp. P Dunne Divisional Level	
<i>Cultural Representation</i> Ensure the Garda Service is representative of the Community we serve	✱ Number of Persons from ethnic and culturally diverse communities serving within the Division. ✱ Number of members from Ethnic communities in N.W. Committees ✱ Number of members from the Ethnic Communities engaged with RAPID programmes etc	√	√	√	√	Each District Officer	
		√	√	√	√	Insp. P Dunne Divisional Level	
		√	√	√	√		

Initiatives & Actions	Performance Indicators	Targeted Time Frame				Ownership	Outcome
<i>Capability Building</i> To enhance and improve the ability of the District Force to engage with our Ethnic Communities	✱ Train every member of our community policing teams as an Ethnic Liaison Officers ✱ Provide cultural awareness training for all staff ✱ Establish a local contact database of community leaders within the ethnic community from whom the An Garda Síochána locally can call on to provide support and guidance when required.			✓		Each District Officer Insp. P Dunne & Insp. J Mulligan Divisional Level	

GOAL

5

STRATEGIC GOAL SIX – COMMUNITY ENGAGEMENT

To build a Garda service that reflects the needs and priorities of the people of the Waterford Kilkenny Division

GOAL

6

Initiatives & Actions	Performance Indicators	Targeted Time Frame				Ownership	Outcome
Community Policing Promote the Garda Síochána National Policy on Community Policing and encourage local participation in the policing process	✱ Rollout in accordance with National Policy the National Model for Community Policing ✱ Implement the Garda Youth Strategy ✱ Continue to liaise with our National Partners on Neighbourhood Watch and Community Alert. ✱ Hold a Divisional N.W. Community Alert Conference hosted by the Divisional Officer ✱ Develop a Community Profile for each identified Neighbourhood and Community ✱ Number of Coastal Watch Meetings per quarter ✱ Number of Campus Watch Meetings	Q1	Q2	Q3	Q4	Each District Officer Insp. P Dunne Divisional Level	A Garda Service that Reflects the Needs and Priorities of the People of Waterford and Kilkenny
		✓	✓	✓	✓		
		✓	✓	✓	✓		
		✓	✓	✓	✓		
		✓	✓	✓	✓		
		✓	✓	✓	✓		
		✓	✓	✓	✓		
		✓	✓	✓	✓		
Victim Support Enhance victim related services	✱ Number of referrals to victim support services ✱ Issue initial PULSE Letters and Subsequent PULSE Letters to every victim. (where applicable) ✱ Ensure that 2 Family Liaison Officers are trained in every District. ✱ A reduction in the level of repeat victimisation.	✓	✓	✓	✓	Each District Officer Insp. P Dunne Divisional Level	
		✓	✓	✓	✓		
		✓	✓	✓	✓		
		✓	✓	✓	✓		



GOAL

6

Initiatives & Actions	Performance Indicators	Targeted Time Frame				Ownership	Outcome
High Visibility Public Presence Ensure a visible public Garda presence within the community and particularly in RAPID areas	✱ Number of High Visibility Patrols in residential areas ✱ Number of High Visibility Patrols assigned to RAPID areas ✱ Number of Garda Initiatives in Community Policing areas ✱ Number of members assigned on a full time basis to Community Policing Unit.	✓	✓	✓	✓	Each District Officer Insp. P Dunne Divisional Level	
Quality Service Improvement To improve the quality and standard of customer service throughout the Division	✱ Modernise the Customer Reception areas at Waterford, Kilkenny, Tramore and Dungarvan Garda Stations. ✱ Carry out a survey of callers to the public office to establish satisfaction of service provision at local station level. ✱ Standardise the quality of Citizen Service at each point of service contact – in terms of response, reassurance, respect and reliability.	✓	✓		✓	Each District Officer Insp. P Dunne Divisional Level	
Capability Building To enhance and improve the ability of the Divisional Force to engage with our Communities	✱ Increase the size of the community policing units at Waterford Kilkenny in line with increasing demands from communities and in line with National Strategy. ✱ Equip each Community Policing Unit with a dedicated marked “Community Policing Vehicle”. ✱ Obtain training to ensure 2 Family Liaison Officer’s are available in each District. ✱ Continue to Provide Mountain Bike training for all members of the Community Policing units and members of the operational units.	✓	✓	✓	✓	Each District Officer Insp. P Dunne & Insp. J Mulligan Divisional Level	

Appendix One

Priorities for the Garda Síochána for 2009

Determined by the Minister for Justice, Equality and Law Reform

Under Section 20 of the Garda Síochána Acts 2005 to 2007

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 & 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 Gardai

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 effective enforcement of National and International immigration law.

<i>Divisional Contact Details</i>
Chief Superintendent Patrick V. Murphy, An Garda Síochána Patrick Street, Waterford. Telephone: 051-305311 E-mail Address: pat.murphy@garda.ie Fax: 051 305380
Superintendent Christopher Delaney An Garda Síochána Patrick Street, Waterford Telephone: 051-305316 E-mail Address: Christopher.delaney@garda.ie Fax: 051 – 305382
Superintendent Walter O’Sullivan An Garda Síochána Dominic Street, Kilkenny Telephone: 056 - 7775016 E-mail Address: walter.a.osullivan@garda.ie Fax: 056-7775082
Superintendent Thomas O’Grady Youghal Road Dungarvan, Co. Waterford Telephone: 058-48607 E-mail Address: thomas.ogrady@garda.ie Fax: 058-48604
Superintendent Jeremiah Lynch An Garda Síochána Tramore, Co. Waterford Telephone: 051-391626 E-mail Address: jeremiah.lynch@garda.ie Fax: 051-391624
Superintendent Gerry Redmond An Garda Síochána Thomastown, Co. Kilkenny Telephone: 056-7754157 E-mail Address: gerard.redmond @garda.ie Fax: 056-7754153