

# An Garda Síochána



## **Divisional Policing Plan 2007 for the Carlow / Kildare Garda Division.**

*For further information contact:*

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An Garda Síochána,  
Naas,  
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Tel. 045 - 884311

## **An Garda Síochána Strategic Goals 2007**

### **1 - National and International Security**

To maintain National and International Security.

### **2 – Crime**

To significantly reduce the incidence of crime and criminal behaviour.

### **3 – Traffic and Road Safety**

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

### **4 – Public Order**

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

### **5 – Ethnic and Cultural Diversity**

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

### **6 – Community Engagement**

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



**Foreword from the Carlow / Kildare Divisional Officer.**

**Chief Superintendent Michael Byrnes**

In 2007, the Garda Síochána in the Carlow/Kildare Division will endeavour to effectively confront the key policing challenges of State, security, crime prevention and reduction , road safety, public order maintenance, community engagement and enhance our liaison with ethnic and culturally diverse communities, to build trust and confidence.

The 2007 Policing Plan is constructed with the policing needs of the public in mind. The Policing Plan sets out in a realistic and measurable manner how the Organisational Strategic Goals can be achieved using the core universal principles of legality, necessity, proportionality, accountability and non discrimination.

The policing needs of the public are identified and outlined in the Plan, which is focused on public safety, public confidence and transparent public accountability which are the three key public imperatives identified in the Organisational Corporate Strategy 2007-2009.

I am committed to providing a professional, well led and well managed policing service, grounded in human rights principles and committed to real engagement with the community. The provision of a quality service, at all times, to the community whom we serve, will be the aim of the Garda Síochána in the Carlow/Kildare Division and if shortcomings are identified, they will be addressed immediately to the satisfaction of the provision of a quality service.

I extend an invitation to any member of the public who may feel they have a view or suggestion to make, which may contribute to enhancing the policing service of the Carlow/Kildare Division to contact me at Naas Garda Station at 045: 884310.

Signed; **Michael A. Byrnes** \_\_\_\_\_ Chief Superintendent  
(Michael A. Byrnes)

Dated: 24<sup>th</sup> January 2007

## An Garda Síochána Policing Plan 2007

### Strategic Imperatives 2007

| Strategic Imperatives   | Strategic Objectives  | Action   | 2007 Targets   |
|---|---|--|--|
| To Develop the Garda Síochána operations management capabilities              | We will ensure that the Garda Síochána operations policing processes match best international standards   | Each of the Strategic Imperatives will be project-managed by a nominated Assistant Commissioner using the terms of reference listed in the Garda Síochána Corporate Strategy 2007-2009 | Q1 – Status Report<br><br>Q2 – Status Report<br><br>Q3 – Interim Report<br><br>Q4 – Final Report and Implementation Plan |
| To develop the Garda Síochána into a world class organisation                 | We will ensure that best policing and business practices apply in the Garda Síochána  |  |  |
| To engage, train, develop and motivate staff                                  | We will ensure that the Garda Síochána is staffed by well-trained, competent, capable and committed people who display high morale                          |  |  |
| To renew and invigorate the culture of the Garda Síochána                     | We will engage in organisational renewal and embed a culture of public service grounded in honesty, integrity, respect, professionalism and accountability. |  |  |
| To ensure that the Garda Síochána is a well-led and well-managed organisation | We will develop our management and leadership capability in line with best international practices  |  |  |
| To develop an excellent customer relationship model in the Garda Síochána     | We will continuously assess and review our service to all customers   |  |  |

| National Actions  | National Performance Indicators   |
|---|---|
| <p><b>National &amp; International Security</b><br/>Analyse the risks and threats to national security and initiate intelligence-led operations against terrorist/radical extremist groups and individuals</p> <p><b>Crime</b><br/>Target high-volume crime categories</p> <p><b>Traffic</b><br/>Targeted enforcement of road traffic and road transport legislation</p> <p><b>Public Order</b><br/>Consult with community and statutory stakeholders on the establishment of interagency initiatives against anti-social behaviour, including the deployment of CCTV in urban areas</p> <p><b>Ethnic and Cultural Diversity</b><br/>Provide protection and redress against racist incidents</p> <p><b>Community Engagement</b><br/>Engage fully in Joint Policing Committees and local policing fora</p> | <ul style="list-style-type: none"> <li>◆ Number of threat assessments prepared</li> <li>◆ Number of groups and individuals identified and profiled</li> <li>◆ Number of operations initiated <ul style="list-style-type: none"> <li>• 2% reduction in burglary incidents</li> <li>• 2% reduction in theft from MPV incidents</li> <li>• 2% reduction in theft from shop incidents</li> <li>• 2% reduction in other thefts</li> <li>• 2% reduction in criminal damage incidents</li> </ul> </li> <li>◆ 10% increase in the number of Mandatory Alcohol Tests conducted</li> <li>◆ 10% increase in the number of detections for drink driving</li> <li>◆ 10% increase in the number of detections for drug driving</li> <li>◆ 10% increase in the number of detections for careless and dangerous driving</li> <li>◆ 10% increase in the number of detections for speeding offences</li> <li>◆ 10% increase in the number of FCPS notices issued</li> <li>◆ 10% increase in the number of detections for failure to wear seat belts</li> <li>◆ 10% increase in the number of detections in Collision Prone Zones per Garda Division</li> <li>◆ 10% increase in the number of intelligence-led covert and high-visibility operations focused on offending young drivers</li> <li>◆ Risk assessment of public order problems undertaken and action plans implemented at Divisional level</li> <li>◆ The number of interagency consultation meetings and recorded agreements</li> <li>◆ The number of interagency anti-social behaviour initiatives implemented at Divisional level</li> <li>◆ The number of proposals for CCTV agreed at local level</li> <li>◆ Record and investigate all racist incidents</li> <li>◆ The number of prosecutions associated with racist incidents</li> <li>◆ The number of referrals to victim support organisations relating to racist incidents</li> <li>◆ Garda policy on Joint Policing Committees developed</li> <li>◆ The number of meetings attended by Gardai</li> <li>◆ The number of recommendations from Joint Policing Committees included in Divisional Policing Plans</li> <li>◆ The number of community based CCTV systems supported</li> </ul> |

| Timeframe |    |    |    | National Ownership        | National Outcome          |
|-----------|----|----|----|---------------------------|---------------------------|
| Q1        | Q2 | Q3 | Q4 |                           |                           |
| ✓         | ✓  | ✓  | ✓  | As per Annual Police Plan | As per Annual Police Plan |
| ✓         | ✓  | ✓  | ✓  |                           |                           |
| ✓         | ✓  | ✓  | ✓  |                           |                           |
| ✓         | ✓  | ✓  | ✓  | As per Annual Police Plan | As per Annual Police Plan |
| ✓         | ✓  | ✓  | ✓  |                           |                           |
| ✓         | ✓  | ✓  | ✓  |                           |                           |
| ✓         | ✓  | ✓  | ✓  |                           |                           |
| ✓         | ✓  | ✓  | ✓  |                           |                           |
| ✓         | ✓  | ✓  | ✓  | As per Annual Police Plan | As per Annual Police Plan |
| ✓         | ✓  | ✓  | ✓  |                           |                           |
| ✓         | ✓  | ✓  | ✓  |                           |                           |
| ✓         | ✓  | ✓  | ✓  |                           |                           |
| ✓         | ✓  | ✓  | ✓  |                           |                           |
| ✓         | ✓  | ✓  | ✓  |                           |                           |
| ✓         | ✓  | ✓  | ✓  |                           |                           |
| ✓         | ✓  | ✓  | ✓  |                           |                           |
| ✓         | ✓  | ✓  | ✓  |                           |                           |
| ✓         | ✓  | ✓  | ✓  |                           |                           |
| ✓         |    |    |    | As per Annual Police Plan | As per Annual Police Plan |
| ✓         | ✓  | ✓  | ✓  |                           |                           |
|           | ✓  | ✓  | ✓  |                           |                           |
| ✓         | ✓  | ✓  | ✓  |                           |                           |
| ✓         | ✓  | ✓  | ✓  | As per Annual Police Plan | As per Annual Police Plan |
| ✓         | ✓  | ✓  | ✓  |                           |                           |
| ✓         | ✓  | ✓  | ✓  |                           |                           |
| ✓         | ✓  | ✓  | ✓  |                           |                           |
|           |    |    | ✓  | As per Annual Police Plan | As per Annual Police Plan |
| ✓         | ✓  | ✓  | ✓  |                           |                           |
| ✓         | ✓  | ✓  | ✓  |                           |                           |
| ✓         | ✓  | ✓  | ✓  |                           |                           |

| <b>National and International Security</b>  |  |
|---|--|
| <b>Divisional Actions</b>   | <b>Divisional Performance Indicators</b>   |
| Analyse the risks and threats to properties, persons, vital installations and any Divisional Major Events and initiate intelligence led operations against extremist groups and individuals who are regarded as potential targets | <ul style="list-style-type: none"> <li>• Number of threat assessments preformed on all major events</li> <li>• Number of threat assessments on all vital installations to be increased</li> <li>• Number of intelligence led operations initiated to be increased</li> <li>• Number of security operations initiated in respect of VIP visits to the Division</li> </ul>               |
| Enhance capability in the District for reporting and targeting terrorist oriented risks and threats   | <ul style="list-style-type: none"> <li>• The number of intelligence reports to Crime and Security</li> <li>• The number of operations initiated</li> <li>• Maintaining the number of Divisional Meetings with District Officers</li> <li>• The number of training courses undertaken</li> <li>• Maintain strength of Detective Units</li> </ul>  |
| Identify and target groups and individuals with integrated criminal / subversive links along with all known locations linked to individuals / groups.   | <ul style="list-style-type: none"> <li>• Number of groups, individuals, locations profiled</li> <li>• Number of intelligence patrols initiated on targeted individuals, groups and locations</li> <li>• Number of intelligence reports to / from Crime and Security</li> <li>• Number of persons arrested / prosecuted</li> </ul>  |
| Further develop the Divisional emergency response planning and capability   | <ul style="list-style-type: none"> <li>• Update the Divisional Emergency Plan</li> <li>• Standard Operating Procedures manual developed and rolled out for responses to major emergencies in co-operation with Local Authorities and Statutory Agencies.</li> <li>• The number of meetings / liaisons between Gardai and Local Authorities and all other Statutory Agencies</li> </ul> |
| Build on existing links with our national and international law enforcement partners to facilitate best practices with regard to training, standard operating procedures and intelligence.  | <ul style="list-style-type: none"> <li>• Number of intelligence exchanges with international law enforcement agencies <ul style="list-style-type: none"> <li>○ Number of applications for European Arrest Warrants</li> <li>○ Number of requests to Mutual Assistance Section</li> </ul> </li> </ul>   |

| National and International Security |    |    |    |  |   |
|-------------------------------------|----|----|----|--|---|
| Timeframe                           |    |    |    | Divisional Ownership   | Divisional Outcome  |
| Q1                                  | Q2 | Q3 | Q4 |  |   |
|                                     |    |    |    | <ul style="list-style-type: none"><li>• Each District Officer</li><li>• Divisional Officer</li></ul> <p><b>Process Owners</b></p> <ul style="list-style-type: none"><li>• Supt T Mulligan, Baltinglass</li><li>• Insp G. Redmond, Carlow</li></ul> | A Secure Democracy  |
| ✓                                   | ✓  | ✓  | ✓  |  |   |
| ✓                                   | ✓  | ✓  | ✓  |  |   |
| ✓                                   | ✓  | ✓  | ✓  |  |   |
| ✓                                   | ✓  | ✓  | ✓  |  |   |
| ✓                                   | ✓  | ✓  | ✓  |  |   |
| ✓                                   | ✓  | ✓  | ✓  |  |   |
| ✓                                   | ✓  | ✓  | ✓  |  |   |
| ✓                                   | ✓  | ✓  | ✓  |  |   |
| ✓                                   | ✓  | ✓  | ✓  |  |   |
| ✓                                   | ✓  | ✓  | ✓  |  |   |
| ✓                                   | ✓  | ✓  | ✓  |  |   |
| ✓                                   | ✓  | ✓  | ✓  |  |   |
| ✓                                   | ✓  | ✓  | ✓  |  |   |
| ✓                                   | ✓  | ✓  | ✓  |  |   |
| ✓                                   | ✓  | ✓  | ✓  |  |   |
| ✓                                   | ✓  | ✓  | ✓  |  |   |
|                                     |    |    |    |  | Response Capability<br>Benchmarked against Best<br>International Practice |



| <b>CRIME</b>   |  |
|--|--|
| <b>Divisional Actions</b>  | <b>Divisional Performance Indicators</b>   |
| Develop and implement a Divisional Crime Reduction and Prevention Strategy   | <ul style="list-style-type: none"> <li>• Number of Garda Divisional Management meetings which includes plans and review structures regarding crime analysis</li> <li>• Maintain specialist operations</li> <li>• Number of crime prevention advices given to the public</li> <li>• Maximise the number of Public Broadcast Crime Prevention Advices through local media mediums</li> </ul>   |
| Further enhance the forensic investigative capability of the Garda Síochána  | <ul style="list-style-type: none"> <li>• Maintain the number of accredited scenes of crime examiners trained per Division</li> <li>• Provide training in taking of photographs and latent fingerprints to all Probationer Gardaí (Training to be provided by Divisional S.O.C.U.)</li> <li>• Number of arrested prisoners (non detained) to be photographed as per Section 12 Criminal Justice Act 2006</li> <li>• 10% increase in the number of suspects identified per crime scene examination</li> </ul>  |
| Initiate intelligence led operations against groups and individuals who transport and deal in illegal drugs and guns.        | <ul style="list-style-type: none"> <li>• Increase the number of drug trafficking networks profiled and targeted at local level</li> <li>• Increase the number of operations conducted against drug dealers and users at major events</li> <li>• Utilise GNDU manpower and investigative resources in targeting Divisional based drug dealers</li> <li>• 5% increase in the number of seizures of illegal drugs</li> <li>• 3% increase in the number of firearms seized</li> <li>• 2% reduction in incidents involving use of firearm</li> <li>• Maintain and review strengths of drug units</li> </ul> |
| Utilise the Garda Síochána's Criminal Intelligence capability to fullest extent to target, detect and prevent crimes         | <ul style="list-style-type: none"> <li>• Increase the number of PULSE intelligence reports by 5%</li> <li>• Increase the number of Criminal Intelligence Bulletins by 5%</li> <li>• Divisional Crime Trends and patterns to be identified in Bulletins and Reports</li> </ul>  |
| Enhance the Districts serious crime investigation management capability with close liaison with National Investigation Units | <ul style="list-style-type: none"> <li>• Appointment of Divisional Detective Inspector by the 2<sup>nd</sup> Quarter to oversee all criminal investigations within the Division</li> <li>• Increase the overall Divisional Detective Branch strength.</li> <li>• A commitment to provide a fully operational Detective Unit within the Baltinglass District with a minimum of 4 D/Gardaí</li> <li>• Maintain strengths of Divisional Search Teams to recommended strengths</li> <li>• Provide refresher training for Search Teams Units by 2<sup>nd</sup> and 4<sup>th</sup> Quarters</li> </ul>       |
| Target and reduce high volume crime categories   | <ul style="list-style-type: none"> <li>• 2% reduction in burglary incidents</li> <li>• 2% reduction in theft from MPV incidents</li> <li>• 2% reduction in theft from shops incidents</li> <li>• 2% reduction in other thefts</li> <li>• 2% reduction in criminal damage incidents</li> </ul>  |

| CRIME     |    |    |    |  |  |  |
|-----------|----|----|----|--|--|--|
| Timeframe |    |    |    | Divisional Ownership   | Divisional Outcome                             |  |
| Q1        | Q2 | Q3 | Q4 |  |  |  |
| ✓         | ✓  | ✓  | ✓  | <ul style="list-style-type: none"><li>Each District Officer</li><li>Divisional Officer</li></ul> <b>Process Owners</b> <ul style="list-style-type: none"><li>Supt T Mulligan, Baltinglass</li><li>Insp G Redmond, Carlow</li></ul> | Overall crime reduction by 2% in 2007          |  |
| ✓         | ✓  | ✓  | ✓  |  |  |  |
| ✓         | ✓  | ✓  | ✓  |  |  |  |
| ✓         | ✓  | ✓  | ✓  | <ul style="list-style-type: none"><li>Each District Officer</li><li>Divisional Officer</li></ul> <b>Process Owners</b> <ul style="list-style-type: none"><li>Supt T Mulligan, Baltinglass</li><li>Insp G Redmond, Carlow</li></ul> |  |  |
| ✓         | ✓  | ✓  | ✓  |  |  |  |
| ✓         | ✓  | ✓  | ✓  |  |  |  |
| ✓         | ✓  | ✓  | ✓  |  |  |  |
| ✓         | ✓  | ✓  | ✓  | <ul style="list-style-type: none"><li>Each District Officer</li><li>Divisional Officer</li></ul> <b>Process Owners</b> <ul style="list-style-type: none"><li>Supt T Mulligan, Baltinglass</li><li>Insp G Redmond, Carlow</li></ul> |  |  |
| ✓         | ✓  | ✓  | ✓  |  |  |  |
| ✓         | ✓  | ✓  | ✓  |  |  |  |
| ✓         | ✓  | ✓  | ✓  |  |  |  |
| ✓         | ✓  | ✓  | ✓  |  |  |  |
| ✓         | ✓  | ✓  | ✓  |  |  |  |
| ✓         | ✓  | ✓  | ✓  | <ul style="list-style-type: none"><li>Each District Officer</li><li>Divisional Officer</li></ul> <b>Process Owners</b> <ul style="list-style-type: none"><li>Supt T Mulligan, Baltinglass</li><li>Insp G Redmond, Carlow</li></ul> |  |  |
| ✓         | ✓  | ✓  | ✓  |  |  |  |
| ✓         | ✓  | ✓  | ✓  |  |  |  |
| ✓         | ✓  | ✓  | ✓  |  |  |  |
| ✓         | ✓  | ✓  | ✓  | <ul style="list-style-type: none"><li>Div Criminal Intelligence Officers</li></ul>   | Overall detection rate increased by 2% in 2007 |  |
| ✓         | ✓  | ✓  | ✓  | <ul style="list-style-type: none"><li>Each District Officer</li><li>Divisional Officer</li></ul> <b>Process Owners</b> <ul style="list-style-type: none"><li>Supt T Mulligan, Baltinglass</li><li>Insp G Redmond, Carlow</li></ul> |  |  |
| ✓         | ✓  | ✓  | ✓  |  |  |  |
| ✓         | ✓  | ✓  | ✓  |  |  |  |
| ✓         | ✓  | ✓  | ✓  |  |  |  |
| ✓         | ✓  | ✓  | ✓  | <ul style="list-style-type: none"><li>Div Search Team Sergeants</li></ul>  |  |  |
| ✓         | ✓  | ✓  | ✓  | <ul style="list-style-type: none"><li>Each District Officer</li><li>Divisional Officer</li></ul> <b>Process Owners</b> <ul style="list-style-type: none"><li>Supt T Mulligan, Baltinglass</li><li>Insp G Redmond, Carlow</li></ul> |  |  |
| ✓         | ✓  | ✓  | ✓  |  |  |  |
| ✓         | ✓  | ✓  | ✓  |  |  |  |
| ✓         | ✓  | ✓  | ✓  |  |  |  |
| ✓         | ✓  | ✓  | ✓  |  |  |  |

## TRAFFIC AND ROAD SAFETY

| Divisional Actions  | Divisional Performance Indicators  |
|---|--|
| Build traffic policing capability within the Division                                       | <ul style="list-style-type: none"> <li>• Appointment of a full time dedicated Divisional Traffic Inspector to oversee Divisional Traffic Units, develop local strategies and policies</li> <li>• A Quarterly District Traffic Policing results report published by Divisional Traffic Unit Inspector</li> <li>• Quarterly review of the number of members and vehicles allocated to the Garda Traffic Unit</li> <li>• Increase the Divisional Traffic Unit in line with National recommendations (Assistant Commissioner Garda National Traffic Bureau)</li> <li>• Maintain the number of members trained in the District in Forensic Collision Investigation, review and increase if required</li> </ul>  |
| Targeted enforcement of road traffic and road transport legislation                         | <ul style="list-style-type: none"> <li>• 10% increase in the number of Mandatory Alcohol tests</li> <li>• 10% increase in number of detections for drink driving</li> <li>• 10% increase in number of detections for drug driving</li> <li>• 10% increase in number of detections for careless and dangerous driving</li> <li>• 10% increase in number of detections for speeding offences</li> <li>• 10% increase in number of FCPS notices issued</li> <li>• 10% increase in number of detections for failure to wear seat belts</li> <li>• 10% increase in number of detections in Collision Prone Zones within the Division</li> <li>• 10% increase in number of detections of offences under Road Transport Regulations</li> <li>• 10% increase in number of intelligence led covert and high visibility operations focused on offending young drivers</li> </ul> |
| Further develop collision and incident analysis capability to improve road safety           | <ul style="list-style-type: none"> <li>• 10% increase in the number of Collision Prone Zones identified and categorised in the Division</li> <li>• Traffic units to liaise with Local Authorities on a quarterly basis to review Collision Prone Locations, recommendations to be reported</li> </ul>  |
| Develop and deploy a Garda Road Safety Awareness and Education Strategy within the District | <ul style="list-style-type: none"> <li>• 20% increase in the number of Garda Road Safety Awareness presentations by District Traffic and Community Policing Units</li> <li>• Dedicated Monthly Presentations reviewing statistics and offering advice to motorists on local media mediums in relation to Road Safety</li> </ul>  |
| Promote High Visibility Patrolling and good traffic practice                                | <ul style="list-style-type: none"> <li>• 10% increase in the number of High Visibility Patrolling in the Division – Operation Lark and other initiatives</li> <li>• Maximum use of local media to highlight initiatives</li> </ul>   |

| TRAFFIC AND ROAD SAFETY |    |    |    |  |  |  |
|-------------------------|----|----|----|--|--|--|
| Timeframe               |    |    |    | Divisional Ownership   | Divisional Outcome   |  |
| Q1                      | Q2 | Q3 | Q4 |  |  |  |
| ✓                       | ✓  | ✓  | ✓  | <ul style="list-style-type: none"><li>Each District Officer</li><li>Divisional Officer</li></ul> <b>Process Owners</b> <ul style="list-style-type: none"><li>Supt T Neville, Naas</li><li>Insp P Glennon, Naas</li></ul> | Reduce fatal and serious injury traffic collisions in line with Government Road Strategy |  |
| ✓                       | ✓  | ✓  | ✓  |  |  |  |
| ✓                       | ✓  | ✓  | ✓  |  |  |  |
| ✓                       | ✓  | ✓  | ✓  |  |  |  |
| ✓                       | ✓  | ✓  | ✓  |  |  |  |
| ✓                       | ✓  | ✓  | ✓  |  |  |  |
| ✓                       | ✓  | ✓  | ✓  | <ul style="list-style-type: none"><li>Each District Officer</li><li>Divisional Officer</li></ul> <b>Process Owners</b> <ul style="list-style-type: none"><li>Supt T Neville, Naas</li><li>Insp P Glennon, Naas</li></ul> |  |  |
| ✓                       | ✓  | ✓  | ✓  |  |  |  |
| ✓                       | ✓  | ✓  | ✓  |  |  |  |
| ✓                       | ✓  | ✓  | ✓  |  |  |  |
| ✓                       | ✓  | ✓  | ✓  |  |  |  |
| ✓                       | ✓  | ✓  | ✓  |  |  |  |
| ✓                       | ✓  | ✓  | ✓  |  |  |  |
| ✓                       | ✓  | ✓  | ✓  |  |  |  |
| ✓                       | ✓  | ✓  | ✓  | <ul style="list-style-type: none"><li>Divisional Traffic Sergeants</li></ul>   |  |  |
| ✓                       | ✓  | ✓  | ✓  |  |  |  |
| ✓                       | ✓  | ✓  | ✓  | <ul style="list-style-type: none"><li>Each District Officer</li><li>Divisional Officer</li></ul> <b>Process Owners</b> <ul style="list-style-type: none"><li>Supt T Neville, Naas</li><li>Insp P Glennon, Naas</li></ul> |  |  |
| ✓                       | ✓  | ✓  | ✓  |  |  |  |
| ✓                       | ✓  | ✓  | ✓  | <ul style="list-style-type: none"><li>Each District Officer</li><li>Divisional Officer</li></ul> <b>Process Owners</b> <ul style="list-style-type: none"><li>Supt T Neville, Naas</li><li>Insp P Glennon, Naas</li></ul> |  |  |
|                         |    |    |    |  |  |  |
| ✓                       | ✓  | ✓  | ✓  | <ul style="list-style-type: none"><li>Each District Officer</li><li>Divisional Officer</li></ul> <b>Process Owners</b> <ul style="list-style-type: none"><li>Supt T Neville, Naas</li><li>Insp P Glennon, Naas</li></ul> |  |  |
| ✓                       | ✓  | ✓  | ✓  |  |  |  |
| ✓                       | ✓  | ✓  | ✓  | <ul style="list-style-type: none"><li>Each District Officer</li><li>Divisional Officer</li></ul> <b>Process Owners</b> <ul style="list-style-type: none"><li>Supt T Neville, Naas</li><li>Insp P Glennon, Naas</li></ul> |  |  |
| ✓                       | ✓  | ✓  | ✓  |  |  |  |

## PUBLIC ORDER

| Divisional Actions  | Divisional Performance Indicators  |
|---|--|
| <p>Consult with community and statutory stakeholders on the establishment of interagency initiatives against anti-social behaviour, including the deployment of CCTV in urban areas</p> | <ul style="list-style-type: none"> <li>• A Divisional risk assessment of public order problems to be undertaken and action plans implemented at Divisional level.</li> <li>• Progress the introduction for CCTV in Naas, Athy and Carlow in consultation with respective local authorities</li> <li>• Number of meetings with Resident Associations, Community Alert and Neighbourhood watch Committees.</li> <li>• Number of Joint Policing Committee Meetings and Policing Forums attended by District Officers and Divisional Officer</li> </ul>  |
| <p>Identify local public order and anti-social behaviour 'Hot Spots' and develop responsive actions and plans</p>   | <ul style="list-style-type: none"> <li>• Identify and Record the number of 'Hot Spots' within the Division</li> <li>• Increase the number of uniform high visibility patrols within the identified 'Hot Spots'</li> <li>• Introduce Mountain Cycle Units into 5 further stations within the Division and train 40 Gardaí in the use of Mountain Cycles</li> <li>• Increase the number of Public Order Detections by 5%</li> <li>• Maintain the number of Gardaí in the Division that have undergone Public Order Training and are available for deployment</li> <li>• Increase the number of Divisional Public Order Unit deployments on prevention and enforcement duties at major events</li> <li>• Provide refresher training for Public Order Units by the 2<sup>nd</sup> and 4<sup>th</sup> Quarters</li> </ul> |
| <p>Proactively enforce the law relating to underage drinking and substance abuse in both public places and licensed premises</p>  | <ul style="list-style-type: none"> <li>• Increase the number of inspections on licensed premises by 10%</li> <li>• Licence holders to be briefed on Garda enforcement strategies and concerns for the Division on a half yearly basis</li> <li>• Increase the number of detections for sale / supply of illegal drugs</li> <li>• Increase the number of detections for sale / supply of alcohol to underage persons</li> <li>• Increase the number of applications for closure of licensed premises resulting from detections made</li> </ul>  |
| <p>The Public Attitude Survey will measure the 'Feeling of Safety' with each Garda Division</p>   | <ul style="list-style-type: none"> <li>• Neighbourhood Watch / Community Alert / Hospital Watch / Campus Watch / Business Watch Group Co-Ordinators to be briefed by Garda Liaisons on a quarterly basis and ascertain feedback</li> <li>• Dormant schemes to be reviewed by Crime Prevention Officer</li> </ul>   |

| PUBLIC ORDER |    |    |    |  |  |  |
|--------------|----|----|----|--|--|--|
| Timeframe    |    |    |    | Divisional Ownership   | Divisional Outcome                         |  |
| Q1           | Q2 | Q3 | Q4 |  |  |  |
| ✓            | ✓  | ✓  | ✓  | <ul style="list-style-type: none"><li>Each District Officer</li><li>Divisional Officer</li></ul><br><b>Process Owners</b> <ul style="list-style-type: none"><li>Superintendent P Kavanagh, Carlow</li><li>Insp N Mostyn, Baltinglass</li></ul> | Garda Satisfaction rate increased by 2%    |  |
| ✓            | ✓  | ✓  | ✓  |  |  |  |
| ✓            | ✓  | ✓  | ✓  |  |  |  |
| ✓            | ✓  | ✓  | ✓  |  |  |  |
| ✓            | ✓  | ✓  | ✓  | <ul style="list-style-type: none"><li>Each District Officer</li><li>Divisional Officer</li></ul><br><b>Process Owners</b> <ul style="list-style-type: none"><li>Superintendent P Kavanagh, Carlow</li><li>Insp N Mostyn, Baltinglass</li></ul> |  |  |
| ✓            | ✓  | ✓  | ✓  |  |  |  |
| ✓            | ✓  | ✓  | ✓  |  |  |  |
| ✓            | ✓  | ✓  | ✓  |  |  |  |
| ✓            | ✓  | ✓  | ✓  |  |  |  |
| ✓            | ✓  | ✓  | ✓  |  |  |  |
| ✓            | ✓  | ✓  | ✓  |  |  |  |
| ✓            | ✓  | ✓  | ✓  | <ul style="list-style-type: none"><li>Divisional Public Order Sgts</li></ul>   |  |  |
| ✓            | ✓  | ✓  | ✓  | <ul style="list-style-type: none"><li>Each District Officer</li><li>Divisional Officer</li></ul><br><b>Process Owners</b> <ul style="list-style-type: none"><li>Superintendent P Kavanagh, Carlow</li><li>Insp N Mostyn, Baltinglass</li></ul> | Reduced number of youths involved in crime |  |
| ✓            | ✓  | ✓  | ✓  |  |  |  |
| ✓            | ✓  | ✓  | ✓  |  |  |  |
| ✓            | ✓  | ✓  | ✓  |  |  |  |
| ✓            | ✓  | ✓  | ✓  |  |  |  |
| ✓            | ✓  | ✓  | ✓  | <ul style="list-style-type: none"><li>Each District Officer</li><li>Divisional Officer</li></ul><br><b>Process Owners</b> <ul style="list-style-type: none"><li>Superintendent P Kavanagh, Carlow</li><li>Insp N Mostyn, Baltinglass</li></ul> |  |  |
| ✓            | ✓  | ✓  | ✓  |  |  |  |

## ETHNIC AND CULTURAL DIVERSITY

| Divisional Actions   | Divisional Performance Indicators  |
|--|--|
| Provide protection and redress against racist incidents within the Carlow / Kildare Division | <ul style="list-style-type: none"> <li>Record and investigate all racist incidents within the Division and ensure complete and speedy investigation</li> <li>Monitor the number of prosecutions associated with racist incidents</li> <li>Increase the number of referrals to victim support organisations relating to racist incidents by 10%</li> <li>All Divisional Garda Staff to receive a training module during Continuous Professional Development on the Ethnic and Cultural needs of our communities we serve</li> </ul> |
| Build trust and confidence with ethnic and culturally diverse communities                    | <ul style="list-style-type: none"> <li>Result of survey conducted by Liaison Gardai with ethnic and culturally diverse groups on satisfaction with the Garda service within each District in the Division</li> <li>Increase, to quarterly, the number of Ethnic Liaison Officer meetings and evaluation reports with District Management</li> <li>Actively encourage Ethnic Liaison Officers to become involved in cultural activities of diverse groups.</li> </ul>   |
| Communicate effectively with ethnic and cultural diverse communities                         | <ul style="list-style-type: none"> <li>Increase the number of meetings within the Division with ethnic and culturally diverse communities</li> <li>Ensure Garda multilingual information material is available in each Garda Station in the Division</li> <li>Directory of available interpreters for use by the Garda Síochána developed and distributed by each Sgt i/c within the Division</li> <li>Record the number of Garda members availing of diverse language training throughout the Division</li> </ul>                 |
| Ensure that the Garda Service is representative of the community we serve                    | <ul style="list-style-type: none"> <li>Proactively advertise the name and contact details of all Garda Ethnic Liaison Officers within each Station in the Division</li> <li>Proactively encourage and increase the number of persons from ethnic and multicultural backgrounds in joining An Garda Síochána</li> </ul>   |

## ETHNIC AND CULTURAL DIVERSITY

| Timeframe |    |    |    | Divisional Ownership  | Divisional Outcome                |
|-----------|----|----|----|---|-----------------------------------|
| Q1        | Q2 | Q3 | Q4 |   |                                   |
| ✓         | ✓  | ✓  | ✓  | <ul style="list-style-type: none"><li>Each District Officer</li><li>Divisional Officer</li></ul> <b>Process Owners</b> <ul style="list-style-type: none"><li>Superintendent J Murphy, Kildare</li><li>Insp S Lavin, Kildare</li></ul>   | Public Confidence Increased by 2% |
| ✓         | ✓  | ✓  | ✓  |   |                                   |
| ✓         | ✓  | ✓  | ✓  |   |                                   |
| ✓         | ✓  | ✓  | ✓  |   |                                   |
| ✓         | ✓  | ✓  | ✓  | <ul style="list-style-type: none"><li>Each District Officer</li><li>Divisional Officer</li></ul> <b>Process Owners</b> <ul style="list-style-type: none"><li>Superintendent J Murphy, Kildare</li><li>Insp S Lavin, Kildare</li></ul>   |                                   |
| ✓         | ✓  | ✓  | ✓  |   |                                   |
| ✓         | ✓  | ✓  | ✓  |   |                                   |
| ✓         | ✓  | ✓  | ✓  |   |                                   |
| ✓         | ✓  | ✓  | ✓  | <ul style="list-style-type: none"><li>Each District Officer</li><li>Divisional Officer</li></ul> <b>Process Owners</b> <ul style="list-style-type: none"><li>Superintendent J Murphy, Kildare</li><li>Insp S Lavin, Kildare</li></ul>   |                                   |
| ✓         | ✓  | ✓  | ✓  |   |                                   |
| ✓         | ✓  | ✓  | ✓  |   |                                   |
| ✓         | ✓  | ✓  | ✓  |   |                                   |
| ✓         | ✓  | ✓  | ✓  | <ul style="list-style-type: none"><li>Each District Officer</li><li>Divisional Officer</li></ul> <b>Process Owners</b> <ul style="list-style-type: none"><li>Superintendent J Murphy, Kildare</li><li>Insp S Lavin, Kildare</li></ul>   |                                   |
| ✓         | ✓  | ✓  | ✓  |   |                                   |
| ✓         | ✓  | ✓  | ✓  |   |                                   |
| ✓         | ✓  | ✓  | ✓  |   |                                   |
| ✓         | ✓  | ✓  | ✓  | <u>Divisional Ethnic Liaison Officers</u> <ul style="list-style-type: none"><li>Insp S Lavin, Kildare</li><li>Sgt D Callan, Carlow</li><li>Gda P Freeman, Hollywood</li><li>Gda M Nash, Tullow</li><li>Gda R Walshe, Baltinglass</li><li>Gda Y Darley, Kilcullen</li><li>D/Gda P Browne, Naas</li></ul> |                                   |



## COMMUNITY ENGAGEMENT

| Divisional Actions   | Divisional Performance Indicators  |
|--|--|
| Develop the Garda Síochána National Model of Community Policing in both the urban and rural environments | <ul style="list-style-type: none"> <li>• Increase in the number of Gardaí employed full time on Community Policing within the Division</li> <li>• Liaise with Community Relations on the changing role of Community Policing within the policing environment</li> <li>• Increase in the number of active Community Alert / Neighbourhood Watch schemes in operation by 5%</li> </ul>   |
| Develop a Youth Strategy to advance appropriate Garda services for children and young people             | <ul style="list-style-type: none"> <li>• Develop and review the Divisional Youth Strategy in consultation with each District Officer</li> <li>• Consult with youth service providers within the Division to assess and review existing youth projects and develop proposed new strategies</li> <li>• Ensure the roll out of the Garda Youth Diversion Programme in Celbridge</li> <li>• Ensure the roll out of the Garda Youth Diversion Programme in Carlow {R.A.P.I.D.}</li> <li>• Renew the application for the Garda Youth Diversion Programme for the Kildare District</li> <li>• Continue liaison with local Voluntary / Statutory Committees</li> </ul> |
| Enhance victim related services  | <ul style="list-style-type: none"> <li>• Appoint Gardaí as Victim Liaison Officer in incidents resulting in trauma to victims</li> <li>• 10% increase in the number of referrals to victim support organisations</li> <li>• 2% reduction in the level of repeat victimisation</li> <li>• Forward Letters to victims of crime and call back visits</li> </ul>   |
| Engage fully in Joint Policing Committees and local policing fora  | <ul style="list-style-type: none"> <li>• Maintain Garda representation on Joint Policing Committees in Athy and Blessington</li> <li>• Maintain the number of meetings attended by Gardaí with Local Authority and other Statutory Agencies on a monthly basis</li> <li>• Progress the introduction of Community based CCTV systems supported by local authorities</li> <li>• Maintain participation on the Kildare County Development Board Project (Community Voice in Policing)</li> <li>• Maintain liaison with Divisional County Development Boards</li> </ul>  |
| Ensure a visible public Garda presence within the community and particularly in RAPID areas              | <ul style="list-style-type: none"> <li>• Maintain participation in Garda RAPID areas of               <ul style="list-style-type: none"> <li>○ Carlow (2 Areas)</li> <li>○ Athy (1 Area)</li> </ul> </li> <li>• 5% increase in the satisfaction with Garda visibility in the locality</li> <li>• 10% increase in the number of visible patrols within each town in the Division</li> <li>• Increase in the number of FOS for Consumption of Alcohol in Public Places within the Division</li> </ul>  |

## COMMUNITY ENGAGEMENT

| Timeframe |    |    |    | Divisional Ownership  | Divisional Outcome  |
|-----------|----|----|----|---|---|
| Q1        | Q2 | Q3 | Q4 |   |   |
| ✓         | ✓  | ✓  | ✓  | <ul style="list-style-type: none"><li>Each District Officer</li><li>Divisional Officer</li></ul> <b>Process Owners</b> <ul style="list-style-type: none"><li>Superintendent J Murphy, Kildare</li><li>Insp S Lavin, Kildare</li></ul>   | A Garda service that reflects the needs and priorities of the people of Ireland |
| ✓         | ✓  | ✓  | ✓  |   |   |
| ✓         | ✓  | ✓  | ✓  |   |   |
| ✓         | ✓  | ✓  | ✓  | <ul style="list-style-type: none"><li>Each District Officer</li><li>Divisional Officer</li></ul> <b>Process Owners</b> <ul style="list-style-type: none"><li>Superintendent J Murphy, Kildare</li><li>Insp S Lavin, Kildare</li><li>Garda Martin Caine, JLO Office Naas Garda Station</li><li>Garda Elaine Rowe, JLO Office Carlow Garda Station</li><li>Garda Michael Donlon, JLO Office Newbridge Garda Station</li></ul> |   |
| ✓         | ✓  | ✓  | ✓  |   |   |
| ✓         | ✓  | ✓  | ✓  |   |   |
| ✓         | ✓  | ✓  | ✓  |   |   |
| ✓         | ✓  | ✓  | ✓  |   |   |
| ✓         | ✓  | ✓  | ✓  |   |   |
|           |    |    |    | <ul style="list-style-type: none"><li>Each District Officer</li><li>Divisional Officer</li></ul> <b>Process Owners</b> <ul style="list-style-type: none"><li>Superintendent J Murphy, Kildare</li><li>Insp S Lavin, Kildare</li></ul>   |   |
| ✓         | ✓  | ✓  | ✓  |   |   |
| ✓         | ✓  | ✓  | ✓  |   |   |
| ✓         | ✓  | ✓  | ✓  |   |   |
| ✓         | ✓  | ✓  | ✓  |   |   |
|           |    |    |    | <ul style="list-style-type: none"><li>Each District Officer</li><li>Divisional Officer</li></ul> <b>Process Owners</b> <ul style="list-style-type: none"><li>Superintendent J Murphy, Kildare</li><li>Insp S Lavin, Kildare</li><li>Athy – Supt P Kavanagh, Carlow</li><li>Blessington – Supt T Mulligan, Baltinglass</li></ul>   |   |
| ✓         | ✓  | ✓  | ✓  |   |   |
| ✓         | ✓  | ✓  | ✓  |   |   |
| ✓         | ✓  | ✓  | ✓  | <ul style="list-style-type: none"><li>Each District Officer</li><li>Divisional Officer</li></ul> <b>Process Owners</b> <ul style="list-style-type: none"><li>Superintendent J Murphy, Kildare</li><li>Insp S Lavin, Kildare</li></ul>   |   |
| ✓         | ✓  | ✓  | ✓  |   |   |
| ✓         | ✓  | ✓  | ✓  |   |   |
| ✓         | ✓  | ✓  | ✓  |   |   |

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