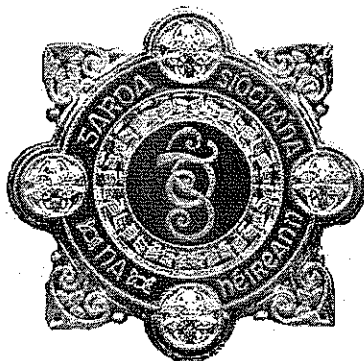
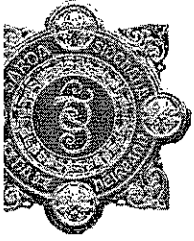


An Garda Síochána



Annual Policing Plan 2008

Carlow/Kildare Division



VISION

*'Excellent people delivering
policing excellence'*



MISSION

*To achieve the highest attainable level of
Personal Protection, Community*

Commitment

and State Security

VALUES

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



**FOREWARD FROM THE CARLOW/KILDARE
DIVISIONAL OFFICER
CHIEF SUPERINTENDENT MICHAEL A. BYRNES.**

The Garda Siochana Corporate Strategy 2007 to 2009 sets out the six Strategic Goals that An Garda Siochana will strive to achieve over that three year period. The Strategy recognises the need for change in how we go about our business to provide a clear and consistent focus on the key public imperatives of Public Safety, Public Confidence and Public Accountability. Those goals are contained in this Annual Policing Plan for the Carlow/Kildare Garda Division. The Annual Policing Plan sets out the Actions and Performance Indicators on which performance will be measured throughout 2008.

The 2008 Policing Plan is constructed with the Policing needs of the Public in mind. The Policing Plan sets out in realistic and measurable manner how the Organisations 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. I am committed to providing a professional, well led and well managed policing service grounded on 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 An Garda Siochana 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.

We will work in partnership with the Community we serve to provide a visible presence, an effective response to crime and anti social behaviour and an improved sense of security for the people who live in the Carlow/Kildare Garda Division.

2008 heralds the beginning of the process to realign the Garda Divisions throughout the country. The results will be Garda Divisions of Kildare, Wicklow and Carlow/Kilkenny. The Divisions will be aligned to local authority boundaries. This process has already started and is set out at the end of this Policing Plan. Our ultimate goal is to ensure that An Garda Siochana provide an excellent policing service to all communities in the Carlow/Kildare Division.

Signed: _____ Chief Superintendent

(Michael

A.

Byrnes)

Dated: 24th January 2008

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

Gun crime, organised crime and drugs

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

Terrorism

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

Road traffic law enforcement

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

Public order

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

Joint policing committees

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

Deployment

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

Resources

10. To develop and commence implementation of change and modernisation strategies in the areas of human resources, information and communications technology, accommodation and transport which will address the needs of the Force for the next five years and beyond.

11. To continue to promote recruitment of full-time and Reserve members of An Garda Síochána in line with the Programme for Government, and particularly from ethnic minority communities to allow An Garda Síochána reflect better the diversity of Irish society.

Crime prevention and reduction

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

Illegal immigration

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

Human trafficking

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

STRATEGIC GOAL ONE – NATIONAL & INTERNATIONAL SECURITY

To maintain National & International Security

Process Owner: Superintendent Pat Kavanagh

Actions	Performance Indicator	Divisional Actions	Divisional Performance Indicator
Identify and analyse the threats to National and International Security	<ul style="list-style-type: none"> 100% of identified threats, assessed categorised and recorded 100% of identified groups and individuals profiled 	<ul style="list-style-type: none"> Each threat to be assessed at District and Divisional level Provide immediate response. 	<ul style="list-style-type: none"> Crime Policy & Administration national policy on threat procedure implemented by end 2008. Each threat received to be dealt with and call backs within three weeks Divisional Profilers to complete list of targets each quarter
Initiate the responses to the identified threats.	<ul style="list-style-type: none"> 100% of operations against identified targets initiated. Number of individuals arrested and prosecuted for terrorist/subversive offences 	<ul style="list-style-type: none"> Profile identified targets Review strength Divisional Search Team Pro-active approach to investigation, prosecution for terrorist/subversive offences Each District to complete list of subversives resident in District 	<ul style="list-style-type: none"> Complete by end of Q2 Monthly return on intelligence Reports created.
Enhance the Garda capability to anticipate and respond pro-actively to National and International Threats	<ul style="list-style-type: none"> National Critical Infrastructure Security Plan 10% achievement of a needs analysis of the Garda counterterrorism training requirements. 100% participation in identified and approved international security training programmes. 100% of major emergency plans reviewed and updated. 	<ul style="list-style-type: none"> Appoint second Divisional Profiler List and review current plans in place in relation to all vital installations in Division. Assess, review plan for major sporting and cultural events. Review Major Emergency Plans. 	<ul style="list-style-type: none"> Completed by Q 2 Completed by Q 1 Plans reviewed by Q 2 Completed by Q 1 Completed by Q 3

DIVISIONAL OUTCOME: All threats against the State's National and International Security contained.

STRATEGIC GOAL TWO – CRIME

To significantly reduce the incidence of crime and criminal behaviour

Process Owner: Superintendent Thomas Mulligan – Inspector Ashley O'Sullivan

Actions	Performance Indicator	Divisional Actions	Divisional Performance Indicators
Complete and implement the National 'Crime Reduction and Prevention Strategy'	<ul style="list-style-type: none"> • Strategy Completed • National implementation commenced 	<ul style="list-style-type: none"> • Implement roll out of National Crime Prevention Strategy within Division 	<ul style="list-style-type: none"> • Adopt Plan by end of Q 4
Enhance the Forensic and Investigative Capability of An Garda Síochána	<ul style="list-style-type: none"> • Accredited training in Scenes of Crime in each Division developed • Regional Forensic Seminar conducted (one per region) • Forensic Service Advisory Forum completed • Preparation for establishment of DNA Database completed • Establishment of Crime Scene Investigation Team in each Garda Division completed • 5% increase in the number of detections as a result of forensic examination and identification 	<ul style="list-style-type: none"> • Proactive use of skills and expertise of Divisional Scenes of crime Unit to its optimum • Increase strength of Unit by one 	<ul style="list-style-type: none"> • Maintain strength of the Scenes of Crime Unit (1 Sgt & 3 Gardaí) • 100% of Burglary scenes examined by S.O.C. • 5% increase in total scenes examined (v 2007) • 5% increase in the number of detections achieved as a result of forensic examinations • 50 Gardaí instructed in the taking of fingerprints and photographs • 100% of arrested persons photographed and fingerprinted – where legal authority exists • All other arrested persons invited to provide fingerprints voluntarily

DIVISIONAL OUTCOME: Overall Crime reduced by 2% and Overall Detection rate increased by 2%

STRATEGIC GOAL TWO – CRIME - continued
To significantly reduce the incidence of crime and criminal behaviour

Process Owner: Superintendent Thomas Mulligan – Inspector Ashley O'Sullivan

Actions	Performance Indicator	Divisional Actions	Divisional Performance Indicators
Proactively target groups and individuals engaged in gun crime.	<ul style="list-style-type: none"> Tactical training provided for all certified and authorized firearms personnel Second –Tier Firearm Response Units established and deployed. 5% increase in Operation Anvil Firearm Prevention patrols 	<ul style="list-style-type: none"> Provide training /refresher training in use of firearms Target patrolling 	<ul style="list-style-type: none"> Ongoing through year 5% increase in Operation Anvil in firearms prevention patrolling
Continue and intensify intelligence led operations against groups and individuals engaged in the trafficking of illegal drugs, guns and immigrants into and within the State	<ul style="list-style-type: none"> 5% increase in intelligence led operations against drug, gun and human trafficking networks 5% increase in intelligence led operation against street level drug dealers Relevant sections of the National Drugs Strategy implemented 	<ul style="list-style-type: none"> Identify, profile and target individuals and groups, within each District per quarter, engaged in the trafficking of illegal drugs and gun crime. Each District develop and review, on a monthly basis, a profile of the key street level dealer/users and an associated action plan developed to target and reduce illegal drug activity Immigration Members develops an action plan to target groups involved in human trafficking and vulnerable individuals 	<ul style="list-style-type: none"> Action Plans developed and implemented in relation to street drug dealing/use 5% increase in Sec 3 Misuse of Drugs Act detections 5% increase in Section 15, Misuse of Drugs Act detections 5% increase in drugs searches of premises Action Plan implemented and quarterly report compiled by District Immigration Officers.

DIVISIONAL OUTCOME: Overall Crime reduced by 2% and Overall Detection rate increased by 2%

STRATEGIC GOAL TWO – CRIME - continued

To significantly reduce the incidence of crime and criminal behaviour

Process Owner: Superintendent Thomas Mulligan – Inspector Ashley O'Sullivan

Actions	Performance Indicator	Divisional Actions	Divisional Performance Indicators
Enhance the Garda Síochána serious crime investigations capability	<ul style="list-style-type: none"> The national deployment of fifteen senior investigation officers completed. Suite of world class standard operating procedures for the investigation of serious crime developed and deployed 	<ul style="list-style-type: none"> Train Incident Room Administrator Train Senior Investigation Officer Appoint D/Sergeant with District Drugs Role Appoint D/Inspector Review Strength of Drugs Unit 	<ul style="list-style-type: none"> Complete by end Q 1 Complete by Q 2 Complete by end Q 1 Complete by end Q 3 Complete by end Q 2
Maximise the Garda Síochána Intelligence gathering and management capability to target and prevent and solve crime.	<ul style="list-style-type: none"> 10% increase in the number of registered intelligence sources 10% increase in the number of intelligence reports submitted Four Criminal Intelligence Officer forums convened per Region 20% increase in the number of trained Divisional Criminal Assets Profilers 	<ul style="list-style-type: none"> Develop regional intelligence sources Increase number of intelligence officers from Division Appoint Second Profiler 	<ul style="list-style-type: none"> 10% increase in no of Completed by end Q 2 Completed by end Q 1 10% increase in number of intelligence reports submitted
Develop National and required crime analysis capability	<ul style="list-style-type: none"> Analysis Centre at Garda HQ established Analytical service supporting National Support Services and Headquarters established Analytical service supporting Regions established 	<ul style="list-style-type: none"> Crime Hot Spots to be identified using Pin Mapping Regular reviews of crime status at a Divisional/District level Engage/consult with National/Regional crime analyst Criminal Intelligence Officers to provide Intelligence Repts 	<ul style="list-style-type: none"> Pin Mapping to produce digital analysis of main crime categories each week Weekly Divisional review of crime to be held and deployment directed as a result of crime analysis Quarterly engagement with crime Analyst Weekly reports

DIVISIONAL OUTCOME: Overall Crime reduced by 2% and Overall Detection rate increased by 2%

STRATEGIC GOAL TWO – CRIME - continued

To significantly reduce the incidence of crime and criminal behaviour

• **Process Owner: Superintendent Thomas Mulligan – Inspector Ashley O’Sullivan**

Actions	Performance Indicator	Divisional Actions	Divisional Performance Indicators
Proactively Target High Volume and High Impact crime, including domestic violence and sexual crime.	<ul style="list-style-type: none"> • 2% reduction in high volume crime • Senior Investigation officers utilized in the investigation of all high impact crime • Officer from Domestic Violence and Sexual Assault Investigation Unit (DVSATU) appointed as Liaison with COSC – the National Office for the Prevention of Domestic, Sexual and gender-based Violence. • Quarterly meetings held between DVSATU management and COSC management to enhance the services provided to victims of domestic violence and sexual crimes. 	<ul style="list-style-type: none"> • Each District to develop specific action plans to reduce, prevent and detect crime in the following categories: <ul style="list-style-type: none"> • Theft from Shops • Theft Other • Fraud • Burglary • Theft from MPV • Criminal Damage • Assaults • Arson • Domestic Violence 	<ul style="list-style-type: none"> • District Action Plans prepared by 31/1/08 • 5% reduction achieved (Thefts from Shops) • 2% reduction achieved (Theft other) • 20% reduction achieved (Fraud) • 2% reduction achieved (Burglary) • 5% reduction achieved (Theft from MPV) • 5% reduction achieved (Criminal Damage) • Overall detection rate increased by 2% • All headline crime reduced by 2% • 5% reduction achieved (Assaults) • 5% reduction achieved (Arson) • Monthly review of all incidents • Ongoing Review • Complete by end Q1
Manage the risk posed by sex Offenders.	<ul style="list-style-type: none"> • Monitor sex offenders to ensure their compliance with the terms of the Sexual Offenders Act 2001 • Utilise community Gardaí to monitor the movement of sex offenders • Monitor, in conjunction with external police forces, the arrival of high risk sex offenders into the State • Liaise with Internet Service Providers to develop reduction strategies in relation to the availability of child pornography on the internet • Conference with the Probation and Welfare Service and external police forces held • Seminars for Inspectors to familiarize them with legislative changes held 	<ul style="list-style-type: none"> • Develop/maintain/review Sex Offenders Register • Appoint Inspector to oversee Divisional Role 	

Divisional Outcome – Overall crime reduced by 2% & overall detection rate increased by 2%

STRATEGIC GOAL THREE – TRAFFIC

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

Process Owner: Inspector P. Glennon

Action	Performance Indicator	Divisional Actions	Divisional Performance Indicator
Targeted enforcement of Road Traffic and Road Transport Legislation	<ul style="list-style-type: none"> 10% increase in detections for Driving while intoxicated, Speed and Road Transport offences achieved 5% increase in Seat Belt Detection achieved 5% reduction in Fatal and Serious Injury Traffic Collisions achieved 	<ul style="list-style-type: none"> Targeted enforcement of Road Traffic Legislation at identified Hotspots to detect and prevent speeding, drink driving and Road Transport Offences. Develop and implement a targeted strategy to increase detections in respect of <ul style="list-style-type: none"> Road traffic offences by pedal cyclists Increase detections in non wearing of seat belts Increase detections in use of mobile phone while driving Develop an intelligence led approach to the detection of Drugs driving offences 	<ul style="list-style-type: none"> 10% increase in Speeding Detections Drink driving detections Road Transport Offence detections Detections in MAT Checkpoints The number of persons breath tested on roadside 5% increase in <ul style="list-style-type: none"> Detections relating to pedal cycle offences Detections in non wearing of seatbelts Detections in mobile phone offences 10% increase in Drug driving detections as a result of intelligence based operations 5% reduction in fatal and serious injury Traffic Collisions achieved
Targeted Intelligence Led Operation against Offending Young Drivers	<ul style="list-style-type: none"> 10% Reduction in Fatal and Serious Injury Traffic Collisions in young drivers in the 17-26 year age group 	<ul style="list-style-type: none"> Local information intelligence to identify, engage and target errant young drivers 	<ul style="list-style-type: none"> One operation per month to target offender particularly young drivers

Divisional Outcome: Safer Roads in Ireland

STRATEGIC GOAL THREE – TRAFFIC continued

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

Process Owner: Inspector P. Glennon

Action	Performance Indicator	Divisional Actions	Divisional Performance Indicator
Increase Organisational Capability in Traffic Policing	<ul style="list-style-type: none"> Garda Traffic Corps strength increased to 1200 Role specific training provided to all appointed personnel. Vehicles allocated to Traffic Corps in line with planned transport model. 	<ul style="list-style-type: none"> Review strength of Traffic Corps and area of deployment Deploy personnel in line with National Traffic policy 	<ul style="list-style-type: none"> Appoint Traffic Inspector Review each Quarter
Utilise automated technology to enhance Traffic Operations	<ul style="list-style-type: none"> 100% review of all existing Collision Prone Zones achieved and disseminated by Garda National Traffic Bureau Progressed the outsourcing of the provision and operation of Safety Cameras Business case developed for Automated Number Plate Recognition/speed monitoring systems installation in 100 Garda vehicles 	<ul style="list-style-type: none"> Carry out a detailed Review of Collision Prone Zones within this Division Utilise automated speed detection devices. 	<ul style="list-style-type: none"> Review of collision Prone Zones completed, plans developed and acted upon. 5% increase in speed checks performed by Divisional Traffic Unit Increase by 5% the number of speed check points conducted by non traffic personnel
Promote Road Safety	<ul style="list-style-type: none"> Complete and implement Garda Road Safety Awareness Communications Programme 10% increase in Road Safety Promotion information achieved in schools and colleges. 	<ul style="list-style-type: none"> Divisional Traffic Unit personnel to accompany Community Policing personnel to primary schools for visits relating to traffic Divisional Traffic Unit to deliver traffic awareness programmes to secondary schools in each District. 	<ul style="list-style-type: none"> Three Visits per District per quarter completed for Primary Schools in 2008 One visit per District per Quarter completed for Secondary Schools in 2008

STRATEGIC GOAL THREE – TRAFFIC continued

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

Process Owner: Inspector P. Glennon

Action	Performance Indicator	Divisional Actions	Divisional Performance Indicator
Engage with the road safety authority and other relevant stakeholders in implementing the Road Safety Strategy.	<ul style="list-style-type: none"> Number of road safety initiatives completed in association with the Road Safety Authority Number of traffic management initiatives completed in association with other stakeholders 	<ul style="list-style-type: none"> Engage with stakeholders re concerns i.e. Joint Policing Committees, NRA, Fire Ambulance service in developing Road Safety initiatives Weekly Radio slots to promote Road Safety Awareness Information leaflets on drug driving, pedestrian/cyclists, safety visibility 	<ul style="list-style-type: none"> Regular meeting with Stakeholders Weekly review As required
Divisional Outcome: Safer Roads in Ireland			

STRATEGIC GOAL FOUR – PUBLIC ORDER

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

Process Owner : Inspector K. Lavelle

Action	Performance Indicator	Divisional Actions	Divisional Performance Indicator
Proactively target groups and individuals involved in anti social behaviour	<ul style="list-style-type: none"> 10% increase in the number of targeted Public Order Patrols achieved 15% increase in the number of arrests for incidents of public disorder achieved Number of Behaviour Warnings issued under the Criminal Justice Act 2006 Number of Good Behaviour Contracts issued 	<ul style="list-style-type: none"> Operation Anvil patrols – District level Optimum use of Adult Caution/ Good Behaviour contracts 	<ul style="list-style-type: none"> 10% increase on targeted patrols Quarterly Review 10% increase in caution and behaviour contracts
In consultation with Community and Statutory groups and Elected Representatives, identify and target local Public Order and Anti-Social Behaviour 'Hot-Spots' through weekly review and put in place responsive actions and plans	<ul style="list-style-type: none"> 100% of locally identified 'hot spots' targeted through specific operational plans 5% reduction in incidents of public disorder Marketing campaign directed at the carrying of knives in contravention to the Firearms and Offensive Weapons Act 1990 completed The number of people prosecuted under the Firearms and Offensive Weapons Act 1990 5% reduction in incidents of assaults and criminal damage 	<ul style="list-style-type: none"> Weekly Divisional Review of Operational Plans to combat Public disorder Consultation with all stakeholders on prevention strategy 	<ul style="list-style-type: none"> All Public order 'hot spots' reviewed on weekly basis, plans implemented to prevent same 5% decrease in Public Order Offences
Enforce the law dealing with alcohol and drug related Anti Social behaviour		<ul style="list-style-type: none"> Review operation of Off Licence Special Operations to target drug/alcohol use abuse at Major Concerts etc. Review of public Order Unit 	<ul style="list-style-type: none"> 5% increase in inspections of licensed premises 5% increase in offences relating to liquor licensing 5% decrease in Criminal Damage 5% increase in drugs detections by 31st December 2008

Divisional Outcome: to increase the "Feeling of Public Safety by 2% - 5% in incidents of Public Disorder

STRATEGIC GOAL FOUR – PUBLIC ORDER - continued
To significantly reduce the incidence of public order and anti social behaviour in our communities

Process Owner : Inspector K. Lavelle

Action	Performance Indicator	Divisional Actions	Divisional Performance Indicator
Maximise the use of CCTV technology	<ul style="list-style-type: none"> • Number of CCTV Systems commissioned • 10% additional locations for Garda CCTV schemes identified 	<ul style="list-style-type: none"> • Maximise installations and use of CCTV • Nominate locations 	<ul style="list-style-type: none"> • Athy • Naas • Carlow Complete by Q.3
Conduct an analysis of the findings of Public Attitudes Survey 2007 with a view to developing initiatives to address Feeling of Safety issues	<ul style="list-style-type: none"> • Strategy developed and implemented to address analysis findings. 	<ul style="list-style-type: none"> • Implement Strategy 	<ul style="list-style-type: none"> • Ongoing Review

Divisional Outcome: to increase the "Feeling of Public Safety by 2% - 5% in incidents of Public Disorder

STRATEGIC GOAL FIVE – ETHNIC & CULTURAL DIVERSITY

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

Process Owner: Superintendent J Murphy

Actions	Performance Indicator	Divisional Actions	Divisional Performance Indicator
Develop a Garda Diversity Strategy	<ul style="list-style-type: none"> Garda Diversity Strategy developed and implemented 	<ul style="list-style-type: none"> Implement the Garda Diversity Strategy as it pertains to this Division 	<ul style="list-style-type: none"> Action the relevant elements of the National Diversity Strategy
Ensure the Garda Síochána is representative of the Community it serves	<ul style="list-style-type: none"> Two marketing campaigns focusing on recruitment from ethnic minority groups completed 5% of new entrants to the Garda Síochána from ethnic minority communities achieved (fulltime/reserve/civilian support staff) 	<ul style="list-style-type: none"> Upon recruitment drive (Garda reserve or regular service) an information day will be held within each District to cater for, and answer queries from, interested members of new communities Fully investigate every purported racist incident 	<ul style="list-style-type: none"> Divisional information day on Garda recruitment held within each District within one month of a national Garda recruitment drive 100% of racist incidents fully investigated
Evaluate the effectiveness of the Garda Racial and Intercultural Office and enhance its capability	<ul style="list-style-type: none"> Evaluation completed and recommendations implemented 	<ul style="list-style-type: none"> Implement findings and recommendations 	<ul style="list-style-type: none"> Ongoing for year
Develop effective policing approaches for minority and marginalised groups and communities	<ul style="list-style-type: none"> Best practice guidelines for delivery of a policing service to a specific minority group developed and deployed 	<ul style="list-style-type: none"> Develop and support integration of new communities 	<ul style="list-style-type: none"> Support projects in Mouncheez, Co. Carlow and Newbridge interculturalism today. 'Here to Stay' Report
Enhance the Garda Síochána Ethnic and Cultural Services	<ul style="list-style-type: none"> 100% of Community Gardaí trained as Ethnic Liaison Officers 	<ul style="list-style-type: none"> Deploy Ethnic Liaison Officers across Districts Community Garda to be trained as Ethnic Officer 	<ul style="list-style-type: none"> Completed by end of year Completed by end of Q 3

Divisional Outcome: A Garda service that reflects the needs and priorities of the people of Ireland

STRATEGIC GOAL SIX – COMMUNITY ENGAGEMENT *To build a Garda service that reflects the needs of and priorities of the people of Ireland*

Process Owner: Superintendent Tom Neville

Actions	Performance Indicators	Divisional Actions	Divisional Performance Indicator
Develop and implement the Garda Síochána National Model of Rural and Urban Community Policing	<ul style="list-style-type: none"> Development of the National Model of Rural and Urban Community Policing completed Implementation of the National Model of Rural and Urban Community Policing completed 	<ul style="list-style-type: none"> Adopt the Garda National Model of Community Policing Fully Support Model in Balinglass District 	<ul style="list-style-type: none"> Roll out the national model in each District Administrative Areas <ul style="list-style-type: none"> Balinglass Blessington Tullow
Implement policy on Neighbourhood Watch / Community Alert schemes	<ul style="list-style-type: none"> A Neighbourhood Watch/Community Alert committee established in every Garda Division A Neighbourhood Watch/Community Alert established Committee in every Garda District 100% of existing Neighbourhood Watch/Community Alert schemes reviewed All issues identified in the reviews to be addressed in Divisional and District Policing Plans 	<ul style="list-style-type: none"> Carry out a review on the status of Neighbourhood Watch/Community Alert in each District by end Q.1 Establish Divisional Community Alert Committee Q.2 Establish District Community Alert Committee Q.2 	<ul style="list-style-type: none"> Produce review by end Quarter Number of active Neighbourhood Watch Schemes in each District District Neighbourhood Watch/Community Alert Committees established in each District by Q.2 Inspector to oversee operation of Community Alert in Division Convene two Divisional Community Alert Committee meetings

Divisional Outcome: A Garda service that reflects the needs and priorities of the people of Ireland

STRATEGIC GOAL SIX – COMMUNITY ENGAGEMENT - continued

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

Process Owner: Superintendent Tom Neville

Actions	Performance Indicators	Divisional Actions	Divisional Performance Indicator
Implement the Garda Youth Strategy to advance appropriate service for children and young people in accordance with the National Youth Justice Strategy	<ul style="list-style-type: none"> Seven additional Juvenile Liaison Officers appointed Identify suitable locations for the further development of Garda Youth Diversion Projects in consultation with the Irish Youth Justice Service 	<ul style="list-style-type: none"> Appoint extra Juvenile Liaison Officer for Ballynaglass District Increase use of JLO system by 2% Develop Youth Diversion Project 	<ul style="list-style-type: none"> Complete by end Q 1 Support projects in Carlow, Celbridge
Build and utilise our capability in the provision of victim related services	<ul style="list-style-type: none"> 100% of crime victims notified in writing of the contact details of investigating Garda and where appropriate the availability of victim support services Two trained Family Liaison Officers appointed in every Garda District 100% utilization of the services of FLO's in investigations involving a fatality and in all other investigations as deemed appropriate by the District Officer 	<ul style="list-style-type: none"> 100% of crime victims notified in writing of the contact details of the investigating Garda and of the availability of victim support services Nominate a minimum two members to be trained as Family Liaison Officers in each District by Q 2 	<ul style="list-style-type: none"> 100% of crime victims to be written to in each District Two trained Family Liaison officers appointed in each District Utilise the services of Family Liaison Officers in the investigation of 100% of incidents involving a fatality and in all other investigations as deemed appropriate by the District Officer Ongoing for year to end of December 2008
Engage fully in Joint Policing Committees and local policing for a	<ul style="list-style-type: none"> Chief Superintendents or Superintendents appointed to all Joint Policing Committees (JPCs) as appropriate Recommendations from JPCs to inform all divisional and district Policing Plans 	<ul style="list-style-type: none"> Appropriate Officers to attend every meeting of the Joint Policing Committee All recommendations emanating from Joint Policing Committees to be actioned Invite submissions from Area Joint Policing Committee members in the development of Divisional and District Policing Plans Fully engage with and support the Community Policing Committee Alert for a 	<ul style="list-style-type: none"> 100% attendance at all Joint Policing Committees meetings All recommendations emanating from Joint Policing Committees are assessed and actioned as appropriate Submissions received from Joint Policing Committee members used to inform Divisional and District Policing Plans 100% of Community Policing For a meetings attended by Garda personnel of appropriate rank All issues raised at Community Policing fora meetings are fully actioned

Divisional Outcome: A Garda service that reflects the needs and priorities of the people of Ireland

STRATEGIC GOAL SIX – COMMUNITY ENGAGEMENT - continued
To build a Garda service that reflects the needs of and priorities of the people of Ireland

Process Owner: Superintendent Tom Neville

Actions	Performance Indicators	Divisional Actions	Divisional Performance Indicator
Implement the Garda High Visibility Project	<ul style="list-style-type: none"> • 10% increase achieved in visibility as measured by the Public Attitudes Survey 2008 • Four high visibility foot patrols completed per month by Senior Garda Management • 10% increase in the number of marked vehicles in the Garda fleet • 10% increase in the number of high visibility patrols in RAPID areas 	<ul style="list-style-type: none"> • Supervisors to carry out patrols in line with the <i>Garda High Visibility</i> project • Increase beat patrols • Increase mobile marked patrols • Mountain bike patrols • Marked Car • Marked Van • Improve response times • Garda mobile response to 999 Calls • Co-operate in setting up of community Safety and Anti social Behaviour Strategy – RAPID • Support Kildare County Development Board Initiative in Athy – “Community voice in Policing” 	<ul style="list-style-type: none"> • 10% increase in supervisory patrols • 10% increase in Beat patrols by Garda • 10% increase in Mountain bike patrols • 10% increase in Marked car patrols • 10% increase in Marked Van Patrols • 60% (minimum) of all calls responded to within 15 minutes

Divisional Outcome: A Garda service that reflects the needs and priorities of the people of Ireland

STRATEGIC IMPERATIVES

<i>Strategic Imperative</i>	<i>Change Improvement Project</i>	<i>Timeframe</i>	<i>Ownership</i>
To develop the Garda Síochána operations management capabilities	Toolbox/Garda Investigator's Briefcase Develop a Crime and Business Analysis Capability	Pilot in selected locations – Q1 National roll-out – Q3 Analytical support to all Regions – Q3	Assistant Commissioner Crime and Security
To develop the Garda Síochána into a world-class organisation	Develop a Risk Management Register and Matrix Identify and document the organisational requirements for 'The PULSE Portal'	Project completed – Q4 Full implementation – Q4	Assistant Commissioner South Eastern Region
To engage, train, develop and motivate staff	Review of Student/Probationer Training Programme Human Resource Strategy 2008–2009	Review completed – Q3 SWOT analysis and project initiation process completed – Q1	Assistant Commissioner Human Resource Management

<p>To renew and invigorate the culture of the Garda Síochána</p>	<p>High-Visibility Strategy and Implementation Plan</p> <p>Assessment of the culture of the organisation and appropriate interventions</p>	<p>Project completed – Q1</p>	<p>Management</p> <p>Assistant Commissioner</p> <p>Strategy</p>
<p>To ensure that the Garda Síochána is a well-led and well-managed organisation</p>	<p>Evaluation Report of Garda Executive Leadership Programme</p> <p>Code of Ethics</p>	<p>Project completed – Q1</p>	<p>Assistant Commissioner</p> <p>Dublin Metropolitan Region</p>
<p>To develop an excellent customer relationship model in the Garda Síochána</p>	<p>Renew and Deploy a Customer Relationship Model</p>	<p>Project completed – Q2</p>	<p>Assistant Commissioner</p> <p>Western Region</p>

Boundary Changes

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

Existing Regional and Divisional Boundaries				Proposed Regional and Divisional Boundaries			
Eastern Region		Regional Headquarters		Eastern Region		Regional Headquarters	
Division	Divisional Headquarters			Division	Divisional Headquarters		
Louth / Meath	Drogheda			Meath <i>(New Division)</i>	Navan <i>(New Divisional Headquarters)</i>		
Carlow / Kildare	Naas			Kildare <i>(New Division)</i>	Naas <i>(Existing Divisional Headquarters)</i>		
Laois / Offaly Longford / Westmeath	Portlaoise Mullingar			Laois / Offaly Westmeath <i>(New Division)</i>	Portlaoise Mullingar <i>(Existing Divisional Headquarters)</i>		
				Wicklow <i>(New Division)</i>	Bray <i>(New Divisional Headquarters)</i>		
Northern Region		Regional Headquarters		Northern Region		Regional Headquarters	
	Sligo				Cavan <i>(New Regional Headquarters)</i>		
Division	Divisional Headquarters			Division	Divisional Headquarters		
Sligo / Leitrim	Sligo			Sligo/Leitrim	Sligo		
Donegal	Letterkenny			Donegal	Letterkenny		
Cavan / Monaghan	Monaghan			Cavan / Monaghan	Monaghan		
				Louth <i>(New Division)</i>	Drogheda <i>(Existing Divisional Headquarters)</i>		
Western Region		Regional Headquarters		Western Region		Regional Headquarters	
	Galway City				Galway City		
Division	Divisional Headquarters			Division	Divisional Headquarters		
Galway West	Galway City			Galway <i>(New Division)</i>	Galway City <i>(Existing Divisional Headquarters)</i>		

Roscommon / Galway East	Roscommon	Roscommon/Longford <i>(New Division)</i>	Roscommon <i>(Existing Divisional Headquarters)</i>
Mayo	Castlebar	Mayo	Castlebar
Clare	Ennis	Clare	Ennis
South Eastern Region	Regional Headquarters	South Eastern Region	Regional Headquarters
Kilkenny		Kilkenny	
Divisional Headquarters		Divisional Headquarters	
Waterford / Kilkenny	Waterford	Waterford <i>(New Division)</i>	Waterford <i>(Existing Divisional Headquarters)</i>
Wicklow / Wexford	Wexford	Wexford <i>(New Division)</i>	Wexford <i>(Existing Divisional Headquarters)</i>
Tipperary	Thurles	Tipperary	Thurles
		Carlow / Kilkenny <i>(New Division)</i>	Kilkenny <i>(New Divisional Headquarters)</i>
Southern Region	Regional Headquarters	Southern Region	Regional Headquarters
Anglesea Street, Cork City		Anglesea Street, Cork City	
Divisional Headquarters		Divisional Headquarters	
Cork North	Fermoy	Cork North	Mallow
			<i>(New Divisional Headquarters)</i>
Cork City	Anglesea Street, Cork City	Cork City ¹	Anglesea Street, Cork City
Cork West	Bandon	Cork West	Bandon
Kerry	Tralee	Kerry	Tralee
Limerick	Henry St	Limerick	Henry St
Dublin Metropolitan Region	Regional Headquarters	Dublin Metropolitan Region ²	Regional Headquarters
Harcourt Square		Harcourt Square	
Divisional Headquarters		Divisional Headquarters	
DMR North	Santry	DMR North	Santry
Balbriggan District will be permanently redigned from the existing Division of Louth, Weath into the DMR North during			

¹ *Bathriggan District will be permanently realigned from the existing Division of Louth/Meath into the DMR North during*

		2008		
DMR South	Crumlin	DMR South	Crumlin ³	
DMR East	Dun Laoghaire	DMR East	Dun Laoghaire	
		<i>Bray District will be permanently realigned from the existing Division of DMR East into the Wicklow Division during 2008.</i>		
DMR West	Blanchardstown	DMR West	Blanchardstown	
DMR South Central	Pearse Street	DMR South Central	Pearse Street	
DMR North Central	Store Street	DMR North Central	Store Street	
DMR Traffic	DMR Traffic	DMR Traffic	DMR Traffic	
¹ Mallow Road and Watercourse Road Garda Stations (Cork) to close and merge as a new Garda Station in Blackpool (Cork).				
² In light of demographic and infrastructural changes and for the purposes of alignment with the four Local Authority areas, an examination of Divisions and Districts within the DMR will be conducted during 2008.				
³ The proposed movement of the DMR South Divisional Headquarters from Crumlin to Tallaght will be progressed during 2008				

ORGANISATIONAL PROJECTS		Targeted Timeframe				Owner
ICT PROJECTS		Q1	Q2	Q3	Q4	
1	Automated Fingerprint Identification System (AFIS) <i>Phase II complete</i> <i>Phase III</i> <i>Phase IV</i>	✓		✓		Assistant Commissioner National Support Services Assistant Commissioner Strategy
2	DNA Database <i>Preparation for establishment</i>	✓				Assistant Commissioner National Support Services
3	Automated Ballistics Investigation System (ABIS) <i>National Roll-out</i>			✓		Assistant Commissioner National Support Services
4	Major Investigation Management System (MIMS) <i>National Roll-out</i>			✓		Assistant Commissioner Strategy Deputy Commissioner Strategy and Change Management
5	Automated Number Plate Recognition (ANPR) <i>RFT issued</i> <i>Install system in vehicles</i>	✓		✓	✓	Assistant Commissioner Strategy
6	Property and Exhibits Management System (PEMS)	✓	✓	✓	✓	Assistant Commissioner South Eastern Region
7	Email Rollout <i>Pilot deployed</i>	✓				Assistant Commissioner Strategy

8	Shengen RFT issued Evaluation	✓	✓		Assistant Commissioner Strategy
9	Contract discussion and project initiation Outsourcing of Safety Cameras Contract negotiations Roll-out of system	✓		✓	Assistant Commissioner Traffic
10	Digital Radio Communications National Digital Radio System (NDRS) DMR Migration		✓	✓	Assistant Commissioner Strategy
11	Computer Aided Dispatch (CAD) Evaluation report completed Contract negotiations Project initiation		✓	✓	Assistant Commissioner DMR Assistant Commissioner Strategy
12	Control Room Strategy Development of Control Rooms Human Resource Management			✓	Assistant Commissioner Strategy
13	Progress the civilianisation of Garda posts	✓	✓	✓	Assistant Commissioner Human Resource Management
14	Recruit 1,100 Garda Trainees	✓	✓	✓	Assistant Commissioner Human Resource Management
15	Recruit 270 Garda Reserves	✓	✓	✓	Assistant Commissioner Human Resource Management
16	Implement the Occupational Health Strategy	✓	✓	✓	Assistant Commissioner Human Resource Management
17	Development of Centre of Excellence, Dromard, Co Tipperary	✓	✓	✓	Assistant Commissioner Human Resource Management
18	Development of Crime Training Faculty	✓	✓	✓	Assistant Commissioner Human Resource Management
19	Installation and introduction of two modular Live Fire Ranges	✓			Assistant Commissioner Human Resource Management

Accommodation					
20	Strategic Accommodation Requirements <i>Report completed</i> Transport	✓		Assistant Commissioner Strategy	
21	Transport Strategy <i>Outsourcing of Fleet Maintenance</i> Other	✓	✓	✓	Assistant Commissioner Strategy
22	Accomplishment Growth Model <i>Development of Accomplishment Growth Model</i> Implementation	✓	✓		Assistant Commissioner Strategy
23	Corruption and Malpractice Regulations 2007 <i>Good Faith Charter disseminated</i> Garda Charter	✓			Assistant Commissioner Human Resource Management
24	<i>Development of Charter commenced</i> Review of Administrative Practices <i>Review initiated and completed</i>		✓	✓	Assistant Commissioner Strategy
25	<i>Revised practices agreed by senior management</i> <i>Revised practices and structures piloted</i>		✓	✓	Chief Administrative Officer