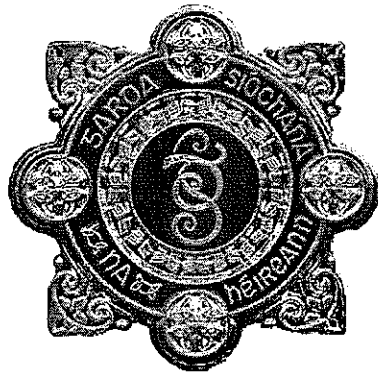


An Garda Síochána



Divisional Policing Plan 2007

Clare Division

For further information contact:

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An Garda Síochána,
Ennis,
Co Clare.**

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An Garda Síochána Strategic Goals 2007.

1. **National/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 in Ireland.

Foreword of Chief Superintendent G Mahon, Divisional Officer, Clare.

- The objective of the Six Strategic Goals for An Garda Síochána as set out in the Clare Divisional Policing Plan 2007 is part of the process of implementing the goals of the Garda Síochána Corporate Strategy 2007-2009 – titled “A Time for Change” (www.garda.ie) in which we commit to maintaining an orderly and safe environment for all citizens and to achieving the key public imperatives – public safety, public confidence and public accountability. We also commit to prioritising our customer needs as identified in the Annual Public Attitude Survey (www.garda.ie)
- Policing is very important to the well being of any community and we will continue to deliver our service to the people of the Clare Garda Division in a planned, sustained, professional and accountable fashion.
- My team and I will continue to maintain and extend the valuable interaction that currently exists between the Community / Organisations / Groups and An Garda Síochána and we will use this interaction to identify the needs and concerns of the public to enhance the service we provide. We are deeply committed to providing the best quality police service possible.
- The commitment of An Garda Síochána in Clare in dealing with serious incidents of crime will continue. This commitment is fully reflected in the results that we have achieved, in the detection of these crimes and in the seizure of drugs from criminal elements in the Clare Division in recent years.
- I invite all of the people in the Clare Garda Division to cooperate with us and to assist us in our mission and in that regard I welcome approaches either formal or informal from any group / organisation or individual who feel that they have a contribution to make in this area and to send their views or suggestions in writing to me at Ennis Garda Station, Clare or to e-mail them to me at divoffice.ennis@eircom.net

G Mahon
Chief Superintendent

9th February 2007

Strategic Goal ONE – NATIONAL / INTERNATIONAL SECURITY
To maintain National and International Security

National Actions	National Performance Indicators
<p>Analyse the risk and threats to national security and initiate intelligence-led operations against terrorist/radical extremist groups and individuals.</p>	<ul style="list-style-type: none"> ➤ Number of threat assessments prepared ➤ Number of groups and individuals identified and profiled ➤ Number of operations initiated
<p>Enhance capability in all Garda Regions for reporting and targeting terrorist-oriented risks and threats</p>	<ul style="list-style-type: none"> ➤ Number of training programmes delivered ➤ Number of persons trained ➤ Number of intelligence reports to Crime and Security ➤ Number of operations initiated.
<p>Identify and target groups and individuals with integrated criminal/subversive links</p>	<ul style="list-style-type: none"> ➤ Number of groups identified and profiled ➤ Number of individuals identified and profiled ➤ Number of operations initiated ➤ Number of persons arrested ➤ Number of prosecutions initiated
<p>Further develop the Garda Síochána's emergency response planning and capability</p>	<ul style="list-style-type: none"> ➤ Number of live exercises held. ➤ Number of table-top exercises held ➤ Number of emergency response training programmes developed ➤ Number of benchmarks developed against best international practice ➤ Standard operating procedures manual developed for response to major emergencies
<p>Build on existing links with our international law enforcement partners to facilitate best practice with regard to training, standard operating procedures and intelligence exchanges</p>	<ul style="list-style-type: none"> ➤ Number of international training programmes engaged in ➤ Number of persons trained ➤ Standard operating procedures developed ➤ Number of intelligence exchanges with international law enforcement agencies.

Strategic Goal ONE – NATIONAL / INTERNATIONAL SECURITY							
To maintain National and International Security							
Timeframe				National Ownership	Outcome		
Q1	Q2	Q3	Q4				
✓	✓	✓	✓	Assistant Commissioner, Crime and Security	A secure democracy		
✓	✓	✓	✓				
✓	✓	✓	✓				
✓	✓	✓	✓	Assistant Commissioner, Crime and Security			
✓	✓	✓	✓				
✓	✓	✓	✓				
✓	✓	✓	✓	Assistant Commissioner, Crime and Security	Response capability benchmarked against best international practice		
✓	✓	✓	✓				
✓	✓	✓	✓				
✓	✓	✓	✓				
✓	✓	✓	✓				
	✓		✓	Assistant Commissioner, Crime and Security			
	✓		✓				
	✓		✓				
✓							
✓							
	✓		✓	Assistant Commissioner, Crime and Security			
	✓		✓				
✓							
✓	✓		✓				

Strategic Goal ONE – NATIONAL / INTERNATIONAL SECURITY

To maintain National and International Security

Divisional Actions	Divisional Performance Indicators
<ul style="list-style-type: none">• Collect, analyse and disseminate intelligence on subversive and terrorist & radical extremist suspects and their activities.• Target and prosecute perpetrators of subversive and terrorist and radical extremist activity.• Detective Sergeants at Ennis, Shannon and Kilrush will carry out a review of each individual 'listed' as subversive and forward a comprehensive up to date background report on each.• Enhance awareness of all Divisional Staff of the need for widespread participation and the role of all members in the intelligence gathering process. In this regard, Detective Sergeants at Ennis, Shannon, Kilrush and Ennistymon and Killaloe will:<ul style="list-style-type: none">(i) Carry out bi-monthly briefings to all units in which the particulars of and activities of each 'listed' subversive is outlined.(ii) Explain the reviewed intelligence reporting system.(iii) Ensure staff under their direct control carry out constant monitoring and reporting of 'listed' individuals activities and the activities of terrorist/radical extremist groups associations.	<ul style="list-style-type: none">➤ Number of groups identified and profiled➤ Number of individuals identified and profiled➤ Number of operations initiated➤ Number of persons arrested➤ Number of prosecutions initiated➤ Number of training programmes delivered➤ Number of persons trained➤ Number of intelligence reports to Crime and Security➤ Number of operations initiated.

<ul style="list-style-type: none"> • Conduct threat assessments of persons, State / Vital Installations and other high profile properties vulnerable to subversive / terrorist attack. In this regard, Detective Sergeants under the direction of Each District Officer within the Clare Division will: <ul style="list-style-type: none"> (i) Carry out up to date threat assessments to Shannon Airport, it's ancillary vital installations and Moneypoint Generating Station. Protection Orders will be completed where necessary. (ii) Ensure the current Protection Order relevant to Shannon Airport and Moneypoint Generating Station is continuously reviewed and updated. (iii) Ensure that Protection Orders are completed in respect of all VIP's visiting/staying in the Division (iv) Carry out threat assessments to properties in which High Profile VIP's visit within the Division and ensure that appropriate Protection Orders are completed where required. 	<ul style="list-style-type: none"> ➤ Number of threat assessments prepared ➤ Number of groups and individuals identified and profiled ➤ Number of operations initiated ➤ Number of live exercises held. ➤ Number of table-top exercises held ➤ Number of emergency response training programmes developed
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Strategic Goal ONE – NATIONAL / INTERNATIONAL SECURITY							
To maintain National and International Security							
Timeframe				Divisional Ownership	Divisional Outcome		
Q1	Q2	Q3	Q4	Each District Officer Each Inspector and Each D/Sgt Clare Division.	A secure democracy		
✓	✓	✓	✓				
✓	✓	✓	✓				
✓	✓	✓	✓				
✓	✓	✓	✓	Each District Officer Each Inspector and Each D/Sgt Clare Division.			
✓	✓	✓	✓				
✓	✓	✓	✓				
✓	✓	✓	✓				
✓	✓	✓	✓	Each District Officer Each Inspector and Each D/Sgt Clare Division.	Provide an adequate and effective response capability		
✓	✓	✓	✓				
✓	✓	✓	✓				
✓	✓	✓	✓				
✓	✓	✓	✓				
	✓		✓	Each District Officer Each Inspector and Each D/Sgt Clare Division.			
	✓		✓				
	✓		✓				

Strategic Goal TWO – CRIME

To significantly reduce the incidence of crime and criminal behaviour

National Actions	National Performance Indicators
<p>Develop and implement a Garda National Crime Reduction and Prevention Strategy</p> <p>Further enhance the forensic investigative capability of the Garda Síochána</p> <p>Initiate intelligence-led operations against groups and individuals who transport illegal drugs, guns and immigrants into the State</p> <p>Utilise the Garda Síochána intelligence capability to fullest extent to target, detect and prevent crimes</p> <p>Develop and deploy a national crime analysis capability</p> <p>Enhance the Garda Síochána serious crime investigation management capability</p> <p>Target high-volume crime categories</p>	<ul style="list-style-type: none"> ➤ Crime Reduction and Prevention Strategy <ul style="list-style-type: none"> ▪ Developed and piloted ▪ Assessed ▪ National plan implemented ○ Garda Forensic Awareness/Integration Strategy developed ○ New Forensic Science Laboratory commenced in association with our criminal justice partners ○ Automated Fingerprint Identification System enhancement, deployed at Garda Headquarters ○ DNA database established in association with our criminal justice partners. ○ The number of accredited Scenes of Crime Examiners trained per Division ○ 10% increase in the number of suspects identified per crime scene examined ○ The number of drug trafficking networks profiled and targeted at local and national level ○ The number of gun trafficking networks profiled and targeted at local and national level ○ The number of human trafficking networks profiled and targeted ○ The number and type of operations conducted against drug dealers and users ○ 2% reduction in incidents involving use of firearms ○ 5% increase in the number of seizures of illegal drugs ○ 3% increase in the number of firearms seized ○ The number of intelligence sources registered ○ The number of intelligence reports submitted ○ A Garda Síochána Analysis Centre established at Garda H.Q. ○ Crime trends and patterns identified and disseminated at local and national level ○ The number of crime analysts deployed to Garda Regions ○ The number of Divisional Senior Investigating Officers trained ○ Standard operating procedures for serious crime investigations developed ○ The number of Divisional personnel trained in specialist crime investigation techniques ○ Detective Inspector deployed to each Division ○ 2% reduction in burglary incidents ○ 2% reduction in theft from MPV incidents ○ 2% reduction in theft from shop incidents ○ 2% reduction in other thefts ○ 2% reduction in criminal damage incidents

Strategic Goal TWO – CRIME –
To significantly reduce the incidence of crime and criminal behaviour.

Timeframe	National Ownership	National Outcome
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Q1	Q2	Q3	Q4		
	✓			Assistant Commissioner, National Support Services and Assistant Commissioner, Strategy and Services	Overall crime reduced by 2% in 2007
		✓			
			✓		
		✓		Assistant Commissioner, National Support Services	
	✓				
		✓			
		✓			
✓	✓	✓	✓		
✓	✓	✓	✓		
✓	✓	✓	✓	Each Regional Assistant Commissioner,	
✓	✓	✓	✓		
✓	✓	✓	✓		
✓	✓	✓	✓		
✓	✓	✓	✓		
✓	✓	✓	✓		
✓	✓	✓	✓		
✓	✓	✓	✓	Assistant Commissioner, Crime and Security and Each Regional Assistant Commissioner	
✓	✓	✓	✓		
✓				Assistant Commissioner, Crime and Security	Overall detection rate increased by 2% in 2007
	✓	✓	✓		
	✓				
	✓		✓	Assistant Commissioner, National Support Services and Assistant Commissioner, Human Resource Management	
✓					
✓	✓		✓		
	✓				
✓	✓	✓	✓	Each Regional Assistant Commissioner	
✓	✓	✓	✓		
✓	✓	✓	✓		
✓	✓	✓	✓		
✓	✓	✓	✓		

Strategic Goal TWO – CRIME

To significantly reduce the incidence of crime and criminal behaviour

Divisional Actions	Divisional Performance Indicators
<ul style="list-style-type: none"> • All Crimes reported within the Division will be thoroughly investigated. • The Crime Prevention Design Advisor will carry out security reviews and risk assessments of all Banks, Post Offices and other at risk properties in the Division • Detective Sergeants under the directorship of District Officers will conduct security reviews and risk assessments of all cash in transit movements within the Division. • Detective Sergeants, Uniform Sergeants and Sergeant I/C Divisional Drugs Unit and the Criminal Intelligence Officer will brief all personnel on a bi-monthly basis on individuals / gangs involved in crime and drug related activities in each of the Districts of Ennis, Ennistymon, Kilrush and Killaloe • District Officer, Ennis and Killaloe will ensure joint crime prevention patrols and checkpoints are carried out at strategic locations along the District's borders with the Limerick Garda Division, utilising staff from Sixmilebridge, Newmarket on Fergus, Quin and Crusheen in doing so. • An updated list of twenty (20) of the most active criminals in the Clare Division and of fifteen (15) of the most active drug dealers in the Division has been compiled during 2005 and has been circulated throughout the Division. These individuals and their gangs will be specifically targeted to ensure they are prosecuted for the crimes they commit or prevented from committing further crime in 2007. • District Officers and C.I.O will ensure that all Divisional Staff are made aware of recent Prison Releases. Subjects who may further engage in the commission of Crime to be targeted. • The Criminal Intelligence Officer will ensure the activities of all individuals / gangs suspected of being involved in drug related crime, sexual crime and other criminal activity is circulated speedily to all Divisional Staff. The Criminal Intelligence Officer will also <ul style="list-style-type: none"> (i) Involve himself with Detective Branch Staff in the bi-monthly briefings to all Units relative to crime, drug and subversive / terrorist activities / individuals / gangs which impact upon the Division 	<ul style="list-style-type: none"> ○ The number of Divisional Senior Investigating Officers trained ○ Implement standard operating procedures for serious crime investigations when developed ○ The number of District personnel trained in specialist crime investigation techniques

- (ii) Liaise regularly with his counterparts in adjoining Divisions and ensure information on crime, drug and subversive / terrorist related activities is shared between key stakeholders. Information obtained and which is considered relevant to Clare Division will be circulated throughout the Clare Division.
- D/Sgt Ennis, D/Sgt Shannon and Sergeant In Charge, Divisional Drugs Unit and the Criminal Intelligence Officer should meet on a two monthly basis with their counterparts at Henry Street, Roxboro, Mayorstone and Millstreet to share information on criminal, drug and subversive activities in their respective areas in an effort to solve recently committed crimes etc and to prevent further such acts.
 - All members in charge of criminal investigations will ensure all victims of crime receive a letter informing them of :-
 - (i) The name of the Garda investigating their crime.
 - (ii) The phone number of Victim Support.
 - They will also ensure that Victims of Crime are informed within one month of the commission of a criminal act of the up-date with investigations and will also inform them on a regular basis there-on-in of:
 - (i) Dates of impending or adjourned criminal proceedings against perpetrators of crime.
 - (ii) Results of Court Proceedings.
 - Detective Sergeants and Sgt i/c Drugs Squad will identify and carry out comprehensive background and asset checks of four individuals in each District in the Clare Division during 2007 who are suspected of living off the profits of crime/drugs. Reports on each will be forwarded to either the Moneylaundering Investigation Unit or Criminal Assets Bureau to further investigate the criminal activities /assets of those concerned.
 - Divisional Profiler Criminal Assets Initiative to spearhead latter mentioned operation and liaise with National Units through the District and Divisional Officer.
 - Divisional Scenes Of Crime Unit to be increased by One Sergeant.
 - Each District Officer to ensure that the Provisions of Section 28 of the Criminal Justice Act 1984 as amended are enforced in Each District.

- The number of intelligence sources registered
- The number of intelligence reports submitted
- Number of personnel trained in the taking of fingerprints
- The number of accredited Scenes of Crime Examiners trained per Division
- 10% increase in the number of suspects identified per crime scene examined.
- 5% increase in the number of arrested / convicted persons fingerprinted

- | | |
|--|---|
| <ul style="list-style-type: none"> • Each Sgt/Member i/c Clare Division will ensure that frequent crime preventative checkpoints are carried out on each tour of duty at strategic locations throughout the Division • Each Sgt i/c will identify specific business premises' and other locations which are particularly vulnerable and ensure foot and mobile patrols check these, particularly during the hours of darkness. • A list of all elderly persons residing alone or at vulnerable locations in each District will be compiled and regularly updated. Neighbours / relations should be located in respect of each and requested to report any suspicions / concerns as to their safety. Crime Prevention advice should be given to each such elderly person and if necessary, the assistance of other statutory agencies to be obtained in assisting in the provision of crime prevention. The Sergeant In Charge of each District will be responsible for compiling the list. • The Crime Prevention Design Advisor will involve himself in working with Town and Housing Estate Planners, Town Councils in ensuring appropriate lighting, street layouts etc are included in initial design plans to aid crime prevention and in making recommendations to enhance security for estates already built. • District Officer, Ennis and the Crime Prevention Design Advisor will assist / support the proposed introduction of CCTV in Ennis during 2007. • Each Sgt / Member i/c, will ensure that at least one new Neighbourhood Watch and one new Community Alert Scheme is established in their respective Sub-districts and Districts in 2007. District Officers will address 6 Community Alert meetings within their respective District. • Each District Officer will ensure that regular liaison with local Chamber of Commerce, Local Authorities and Business Watch Committees takes place in an effort to ensure the co-operation / assistance of all in reducing/ preventing crime/public order occurrences. • Gardaí will be seconded for limited periods of time to the Divisional Drugs Unit to enhance the Unit's drug combating abilities . • All reported incidents of domestic violence will be thoroughly investigated. • All incidents of sexual crime will be thoroughly investigated. The victim will be treated humanely in a sensitive, courteous and caring manner. The victim will be advised of all available support services and will be regularly updated on how investigations / proceedings concerning their | <ul style="list-style-type: none"> ○ The number of drug trafficking networks profiled and targeted ○ The number and type of operations conducted against drug dealers and users (excluding heroin) ○ The number and type of operations conducted against heroin dealers and users. ○ 5% increase in the number of seizures of illegal drugs ○ 2% reduction in burglary incidents ○ 2% reduction in theft from MPV incidents ○ 2% reduction in theft from shop incidents ○ 2% reduction in other thefts ○ 2% reduction in criminal damage incidents ○ 3% increase in the number of firearms seized ○ The number of human trafficking networks profiled and targeted |
|--|---|

complaint is progressing.

- Divisional C.I.O to produce at least One Intelligence Bulletin per month.
- Daily Crime meetings will be held by each District Officer with D/Sgts and other Sergeants to review on-going investigations and direct investigations of crime occurrences.
- A Detective Garda will be nominated to assist in crime investigations relevant to Sub-Districts within each Garda District.
- The Crime Prevention Design Advisor will correspond with all Post Offices/Banks in the District concerning security measures for the prevention's of Burglaries/Robberies and Kidnappings.
- Duty details will specify patrols, crime prevention initiatives to be carried out by each Garda on each tour of duty.
- District Officers will monitor Crime Trends within their respective Districts. Each District Officer will immediately implement a proactive initiative to deter and detect increased Crime levels.

Strategic Goal TWO – CRIME –

To significantly reduce the incidence of crime and criminal behaviour.

Timeframe				Divisional Ownership	Divisional Outcome
Q1	Q2	Q3	Q4		
✓	✓	✓	✓	Each District Officer Inspector and D/Sgt Clare Division	Overall crime reduced by 2% in 2007
✓	✓		✓		
✓	✓	✓	✓	Each District Officer Inspector and D/Sgt Clare Division	
✓	✓	✓	✓		
✓	✓	✓	✓		
✓	✓	✓	✓		
✓	✓	✓	✓		
✓	✓	✓	✓		
✓	✓	✓	✓		
✓	✓	✓	✓		
✓	✓	✓	✓		
✓	✓	✓	✓		
✓	✓	✓	✓		
✓	✓	✓	✓		
✓	✓	✓	✓	Each District Officer Inspector and D/Sgt Clare Division	
✓	✓	✓	✓		
✓	✓	✓	✓	Each District Officer Inspector and D/Sgt Clare Division	Overall detection rate increased by 2% in 2007
✓	✓	✓	✓		
✓	✓	✓	✓		
✓	✓	✓	✓	Each District Officer Inspector and D/Sgt Clare Division	
✓	✓	✓	✓		
✓	✓	✓	✓	Each District Officer Inspector and D/Sgt Clare Division	
✓	✓	✓	✓		
✓	✓	✓	✓	Each District Officer Inspector and D/Sgt Clare Division	
✓	✓	✓	✓		
✓	✓	✓	✓		
✓	✓	✓	✓		
✓	✓	✓	✓		

Strategic Goal THREE – TRAFFIC and Road Safety

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

National Actions	National Performance Indicators
Produce an Annual Garda Road Safety and Traffic Implementation Plan	<ul style="list-style-type: none"> ➤ Annual Garda Road Safety and Traffic Implementation Plan ➤ Number of meetings with relevant stakeholders to identify contributing factors in respect of Collision Prone Zones to develop appropriate responses. ➤ Consultations with key external and internal stakeholders to improve road safety
Build traffic policing capability and enhance results	<ul style="list-style-type: none"> ➤ Monthly traffic policing results report published ➤ Dedicated Traffic Superintendent appointed in each Region ➤ Dedicated Traffic Inspector appointed in each Division ➤ Number of members and vehicles allocated to the Garda Traffic Corps per quarter ➤ Number of members trained in each Division in Forensic Collision Investigation ➤ Number of outsourced fixed speed cameras deployed
Targeted enforcement of road traffic and road transport legislation	<ul style="list-style-type: none"> ➤ 10% increase in the number of Mandatory Alcohol Tests conducted ➤ 10% increase in the number of detections for drink driving ➤ 10% increase in the number of detections for drug driving ➤ 10% increase in the number of detections for careless and dangerous driving ➤ 10% increase in the number of detections for speeding offences ➤ 10% increase in the number of ECPS notices issued ➤ 10% increase in the number of detections for failure to wear seat belts ➤ 10% increase in the number of detections in Collision Prone Zones per Garda Division ➤ 10% increase in the number of detections of offences under Road Transport Regulations ➤ 10% increase in the number of intelligence-led covert and high-visibility operations focused on offending young drivers
Collaborate to deliver a traffic management strategy	<ul style="list-style-type: none"> ➤ A traffic management strategy developed ➤ Standard Operating Procedures for the management of road traffic in emergencies and at public events
Further develop collision and incident analysis capability to improve road safety	<ul style="list-style-type: none"> ➤ A national traffic collision database set up at the Garda National Traffic Bureau ➤ Number of Collision Prone Zones identified and categorised in each Garda Division
Develop and deploy a Garda Road Safety Awareness and Education Strategy	<ul style="list-style-type: none"> ➤ A Garda Road Safety Awareness Communications Programme developed ➤ Number of Garda Road Safety Awareness presentations ➤ Deploy a Road Safety Awareness Communications Programme to each school in Ireland ➤ Six presentations on Crimecall in relation to Road Safety

Strategic Goal THREE – TRAFFIC and Road Safety

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

Timeframe				National Ownership	National Outcome
Q1	Q2	Q3	Q4		
✓	✓			Assistant Commissioner, Traffic	Reduce fatal and serious injury traffic collisions in line with Government Road Safety Strategy
✓	✓	✓	✓		
✓	✓	✓	✓		
✓	✓	✓	✓	Assistant Commissioner, Traffic and Each Regional Assistant Commissioner	
	✓				
			✓		
✓	✓	✓	✓		
✓	✓	✓	✓		
✓	✓	✓	✓	Each Regional Assistant Commissioner	
✓	✓	✓	✓		
✓	✓	✓	✓		
✓	✓	✓	✓		
✓	✓	✓	✓		
✓	✓	✓	✓		
✓	✓	✓	✓		
✓	✓	✓	✓		
✓	✓	✓	✓		
✓	✓	✓	✓		
	✓			Assistant Commissioner, Traffic and Each Regional Assistant Commissioner	
✓					
✓				Assistant Commissioner, Traffic	
✓	✓	✓	✓		
	✓				
		✓	✓	Assistant Commissioner, Traffic and Each Regional Assistant Commissioner	
		✓	✓		
✓	✓	✓	✓		

<p align="center">Strategic Goal THREE – TRAFFIC and Road Safety</p> <p align="center">To significantly reduce the incidence of fatal and serious injuries and improve road safety.</p>	
District Actions	District Performance Indicators
<ul style="list-style-type: none"> • Increase the number of Gardai employed on traffic enforcement duties. • Assist in training Divisional personnel in Road Transport and other Road Traffic legislation:- <ul style="list-style-type: none"> (i) In this regard, Gardaí from each District will spend a minimum of ten four hour tours of duty during 2007 with the Divisional Traffic Unit in Road Traffic enforcement –each tour of duty will be spent by the Gardai and Traffic Corps personnel working together for a four hour period in the District of the succounded Garda. This initiative will be coordinated by Inspector Moynihan and Each District Officer. • Sgt i/c, Traffic, in conjunction Sgts i/c / Member i/c of each District will identify the five most Collision Prone Zones in the Division and will mount pro-active high visibility collision – prevention operations at these locations. • Each Sgt i/c / Member i/c will ensure that all Divisional Staff working operationally on outdoor duties will focus on offending young male drivers and motor cyclists in a traffic legislation enforcement campaign. • Each Sgt i/c /Member i/c will similarly ensure such a focus on vehicles being driven by offending young male drivers to ensure they are not altered in breach of Construction, Equipment and Use of Vehicle Legislation. • Inspector i/c Traffic and Each District Officer will ensure that traffic and Road Safety issues are included on the agendas of the County Development Board, (Joint Policing Committee) where established and other public forum meetings. • Each Sgt i/c / Member i/c will ensure Garda participation in promoting safer road user behaviour by young people through the Garda Schools Programme. • Each Sgt i/c / Member i/c will ensure Garda participation at Divisional Level in regular media broadcasts and publications focussing on the promotion of Road Safety. The weekly Garda Focus Programme on Clare FM Radio, the Clare Champion newspaper, the Clare People Newspaper and other publications in the Division will be utilised on a regular basis. These broadcasting and publication facilities will similarly be used to launch Road Safety Campaigns / initiatives over Bank Holiday, Christmas, Leaving Cert result times and other key weekends, as well as being utilised to warn road users of 	<ul style="list-style-type: none"> ➤ Dedicated Traffic Inspector appointed in each Division ➤ Number of members and vehicles allocated to the Garda Traffic Corps per quarter ➤ Number of members trained in each Division in Forensic Collision Investigation ➤ Number of outsourced fixed speed cameras deployed. ➤ Number of Gardai trained in the use of the Stinger device ➤ 10% increase in the number of detections in Collision Prone Zones per Garda District ➤ 10% increase in the number of detections for careless and dangerous driving ➤ 10% increase in the number of detections for speeding offences ➤ 10% increase in the number of FCPS notices issued ➤ 10% increase in the number of detections for failure to wear seat belts

Divisional Policing Plan 2007

Clare Division

traffic delays, traffic dangers etc as they occur.

- Road shows will be delivered in Post Primary Schools and FAS training centre Shannon to foster road safety culture among young persons.
- Inspector I/C Traffic in conjunction with District Officers, will initiate a traffic management operation, similar to Operation Free-Flow during Bank Holidays, Christmas and other peak periods in each urban centre within the Division
- Inspector I/C Traffic and Sgt I/C Traffic Unit will also identify traffic congestion locations and liaise with partner agencies to initiate appropriate action.
- Each Sgt i/c / member i/c will identify areas where alterations to speed limits, traffic calming and other measures will contribute to Road Safety and liaise through Inspector i/c Traffic with partner agencies to initiate appropriate action.
- Operation 'Surround' which will be operated jointly between Divisional Traffic Unit and District Personnel will be carried out on six occasions in 2007 in Towns/Villages throughout the Division. Roads into/out of Towns/Villages will be sealed off at specific times/dates to monitor drunken driving, other Road Traffic Offences and as an anti-crime deterrent. Inspector i/c Traffic in conjunction with Sgt i/c Traffic will be responsible for organising / co-ordinating such operations with the District Officer in which the operation will take place.
- The Divisional Traffic Inspector will receive a copy of all Fatal and Serious Injury Traffic Accident files and where appropriate will initiate measures to help prevent future occurrences.
- The Divisional Traffic Inspector will meet the Roads Engineer of Clare County Council at least three times a year to discuss Traffic and Road Safety issues.
- The Divisional Traffic Inspector and Superintendents will hold monthly meetings with Traffic Unit Sergeants to review traffic management within the Division. Divisional Traffic Inspector will also meet District Officers Sgts/Members i/c of each station on a bi-monthly basis for review of traffic management.
- Each Sergeant/Member i/c will ensure that Operation Lifesaver is strictly enforced within each District and that all checkpoints are carried out in accordance with Operational Orders.
- Gardai will lead by example by driving within speed limits and wearing seat belts at all times while on duty.

- 10% increase in the number of detections of offences under Road Transport Regulations
- 10% increase in the number of intelligence-led covert and high-visibility operations focused on offending young drivers
- Number of detections for unlawful use of mobile phones by drivers.
- A traffic management strategy developed
- Standard Operating Procedures for the management of road traffic in emergencies and at public events
- Number of Garda Road Safety Awareness presentations delivered
- Deploy a Road Safety Awareness Communications Programme to each school in the Division
- Organise/Provide for 3 Road Shows in the Division
- 10% increase in the number of Mandatory Alcohol Tests conducted
- 10% increase in the number of detections for drink driving
- 10% increase in the number of detections for drug driving
- Number of Collision Prone Zones identified and categorised in each Garda Division
- Number of meetings with relevant stakeholders to identify contributing factors in respect of Collision Prone Zones to develop appropriate responses.
- Consultations with key external and internal stakeholders to improve road safety

Strategic Goal THREE – TRAFFIC and Road Safety						
To significantly reduce the incidence of fatal and serious injuries and improve road safety.						
Timeframe				Divisional Ownership	Divisional Outcome	
Q1	Q2	Q3	Q4		Reduce fatal and serious injury traffic collisions in line with Government Road Safety Strategy	
✓	✓	✓	✓	Each District Officer,Traffic Inspectors, Clare Division		
✓	✓	✓	✓			
			✓	Each District Officer, Traffic Inspectors, Clare Division		
✓	✓	✓	✓			
✓	✓	✓	✓			
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✓	✓	✓	✓			
			✓	Each District Officer, Traffic Inspector, Clare Division		
✓	✓	✓	✓			
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	✓			Each District Officer,Traffic Inspectors, Clare Division		
✓						
✓	✓	✓	✓	Each District Officer,Traffic Inspectors, Clare Division		
	✓		✓	Each District Officer,Traffic Inspectors, Clare Division		
		✓	✓			
		✓	✓			

Strategic Goal FOUR – PUBLIC ORDER – To significantly reduce the incidence of public disorder and anti-social behaviour in our communities	
National Actions	National 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"> ○ Risk assessment of public order problems undertaken and action plans implemented at Divisional level ○ The number of interagency consultation meetings and recorded agreements ○ The number of interagency anti-social behaviour initiatives implemented at Divisional level ○ The number of proposals for CCTV agreed at local level
<p>Identify local public order and anti-social behaviour 'Hot Spots' and develop responsive actions and plans</p>	<ul style="list-style-type: none"> ○ The number of 'Hot Spots' identified at Divisional level ○ The number of Closure Orders applied for per Division for businesses identified as contributors to public disorder and anti-social behaviour ○ The number of Gardai in each Division who have undergone Public Order training and are available for deployment ○ The number of Public Order Unit deployments on preventative and enforcement duties
<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"> ○ Measure the level of underage drinking and illegal drug use at local level ○ Volume of intelligence on levels and patterns of trading in alcohol to underage persons per Division ○ Volume of intelligence on levels and patterns of illegal drugs per Division ○ The number of interagency prevention and diversion programmes per Division ○ The number of licence holders briefed on Garda enforcement strategies and concerns per Division ○ The number of detections for sale/supply of illegal drugs ○ The number of detections for sale/supply of alcohol to underage persons ○ The number of applications for closure of licensed premises ○ The number of prosecutions of licence holders for allowing drunkenness on the premises
<p>The Public Attitude Survey will measure the 'Feeling of Safety' within each Garda Division</p>	<ul style="list-style-type: none"> ○ 'Feeling of Safety' survey conducted ○ Identified issues analysed by the Garda Research Unit ○ The number of issues actioned at Divisional level

Strategic Goal FOUR – PUBLIC ORDER – To significantly reduce the incidence of public disorder and anti-social behaviour in our communities								
Timeframe				National Ownership	National Outcome			
Q1	Q2	Q3	Q4					
✓				Each Regional Assistant Commissioner,	Garda satisfaction Rate increased by 2%			
✓	✓	✓	✓					
	✓	✓	✓					
✓	✓	✓	✓					
✓				Each Regional Assistant Commissioner,	Reduced number of Youths involved in crime			
✓	✓	✓	✓					
✓	✓	✓	✓					
✓	✓	✓	✓					
✓	✓	✓	✓	Each Regional Assistant Commissioner				
✓	✓	✓	✓					
✓	✓	✓	✓					
✓	✓	✓	✓					
✓	✓	✓	✓					
✓	✓	✓	✓					
✓	✓	✓	✓					
✓	✓	✓	✓					
	✓			Each Regional Assistant Commissioner				
		✓						
			✓					

Strategic Goal Four – PUBLIC ORDER – To significantly reduce the incidence of public disorder and anti-social behaviour in our communities	
Divisional Actions	Divisional Performance Indicators
<ul style="list-style-type: none"> • District Officers will deploy High Visibility Policing in locations of identified public order 'Hot Spots'. Personnel will be deployed during weekends, Bank Holiday Weekends, over the Christmas period and they will also be deployed on the evenings/nights of Leaving/Junior Cert results, Halloween, St Patrick's Day and at locations holding school debutante type balls. • Each Sgt / Member i/c will identify and target persistent Public Order offenders and ensure where possible that such offenders are prosecuted in an expeditious manner in an attempt to reduce Public Order offences committed by them. • Each Sgt / Member i/c will identify, target and prosecute offenders under the Liquor Licensing Laws. In regard to this, the following initiatives will apply:- <ul style="list-style-type: none"> (i) In each District a minimum of three (3) licensed premises will be inspected each Sunday, Monday, Tuesday, Wednesday and Thursday nights for after hours, underage drinking and for evidence of permitting drunkenness on licensed premises. (ii) A minimum of five (5) licensed premises will be similarly inspected each Friday and Saturday night in each District. (iii) All Night-clubs and premises in the Division to which exemptions are granted for discos and late-night drinking will be inspected nightly for underage drinking, after hours drinking and for evidence of permitting drunkenness. Inspections will take place during ordinary hours of opening i.e. while discos/dances are taking place and also during hours when such premises should be closed for trading. (iv) Young people found under the influence of alcohol will be questioned as to where they obtained the alcohol and the circumstances of how it came into their possession will be fully investigated – an investigation file will be submitted in relation to each such detection. 	<ul style="list-style-type: none"> ○ The number of initiatives actioned at Divisional level ○ The number of Gardai in each District who have undergone Public Order training and are available for deployment ○ The number of Public Order Unit deployments on preventative and enforcement duties ○ Measure the level of underage drinking and illegal drug use at local level ○ Volume of intelligence on levels and patterns of trading in alcohol to underage persons per District ○ Volume of intelligence on levels and patterns of illegal drugs per District ○ The number of interagency prevention and diversion programmes per District ○ The number of licence holders briefed on Garda enforcement strategies and concerns per District ○ The number of detections for sale/supply of illegal drugs ○ The number of detections for sale/supply of alcohol to underage persons ○ The number of applications for closure of licensed premises ○ The number of prosecutions of licence holders for allowing drunkenness on the premises.

Divisional Policing Plan 2007

Clare Division

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| <ul style="list-style-type: none">• District Officers will engage with owners / managers of licensed premises/off licenses to reduce Public Order offences resulting from excess alcohol consumption, permitting underage drinking and after hours trading. A presentation to all owners / managers of licensed premises in each District will be given during 2007 outlining their responsibilities under the various Liquor Licensing Laws and seeking their co-operation with Gardai in reducing Public Order and drink related offences.• Each Sgt / Member i/c will be responsible for organising such presentations in their Sub-districts in conjunction with management.. Sgt i/c In-Service Training will assist in preparing and giving the presentations.• Each Sgt i/c / Member i/c will engage with the owners / managers of fast-food outlets to reduce incidents of Public Order offences. The Provisions of the Criminal Justice Public Order Act 2003 will be fully implemented.• Gardai will consult with the public and Local Authorities to eliminate alcohol consumption in public places. In regard to this:<ul style="list-style-type: none">(i) Mobile and Foot patrols will regularly take place of likely areas for public consumption of alcohol (e.g. river walks, public greens, school fields /outhouses and other areas frequented by youths).(ii) The sales of alcohol by off-licences to underage persons will be closely monitored.(iii) Particular focus to (i) and (ii) will occur between 1800 and 2300 hours.• The Crime Prevention Design Advisor and local management will support efforts to have CCTV introduced in Ennis during 2007 and will assist in highlighting areas in which it's installation would benefit the community.• The Crime Prevention Design Advisor will also carry out lighting surveys, surveys of laneways / street design, estate design / layout and engage with partners in ensuring appropriate actions in an attempt to ensuring public safety.• District Officer Ennistymon and Kilrush will prepare advanced policing plans for holiday resort policing in Lahinch and Kilkee. | <ul style="list-style-type: none">○ Establish a District Committee to maintain a focus, drive and structure to the enforcement brief.○ The number of Pub Watch Schemes established in each District○ The number of 'Hot Spots' identified at District level○ The number of Closure Orders applied for per District for businesses identified as contributors to public disorder and anti-social behaviour○ The number of interagency consultation meetings and recorded agreements○ The number of interagency anti-social behaviour initiatives implemented at District level○ The number of proposals for CCTV agreed at local level○ Risk assessment of public order problems undertaken and |
|---|---|

Strategic Goal FOUR – PUBLIC ORDER – To significantly reduce the incidence of public disorder and anti-social behaviour in our communities						
Timeframe				Divisional Ownership	Divisional Outcome	
Q1	Q2	Q3	Q4	Each District Officer, Clare Division		Garda satisfaction Rate increased by 2%
✓						
✓	✓	✓	✓			
	✓	✓	✓			
✓	✓	✓	✓	Each District Officer, Clare Division		
✓						
✓	✓	✓	✓			
✓	✓	✓	✓			
✓	✓	✓	✓	Each District Officer, Clare Division		Reduced number of Youths involved in crime
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Strategic Goal FIVE – Ethnic and Cultural Diversity

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

National Actions	National Performance Indicators
Provide protection and redress against racist incidents	<ul style="list-style-type: none"> ○ Record and investigate all racist incidents ○ The number of prosecutions associated with racist incidents ○ The number of referrals to victim support organizations relating to racist incidents
Build trust and confidence with ethnic and culturally diverse communities	<ul style="list-style-type: none"> ○ Progress report on the Garda Human Rights Implementation Plan ○ Survey conducted with ethnic and culturally diverse groups on satisfaction with the Garda service ○ The number of targeted initiatives with ethnic and culturally diverse groups including traveller, refugee and migrant communities ○ The number of Ethnic Liaison Officer meetings and evaluation reports prepared ○ Audit of processes and procedures relating to the quality and effectiveness and human rights compliance of the Garda Síochána's immigration service
Communicate effectively with ethnic and culturally diverse communities	<ul style="list-style-type: none"> ○ The number of meetings per Division with ethnic and culturally diverse communities ○ The number of ethnic and cultural issues addressed in the context of Joint Policing Committees ○ The volume of Garda multilingual information material ○ Directory of available interpreters for use by the Garda Síochána developed and distributed to each Division ○ Increased availability of diverse language training throughout the Garda Síochána
Ensure that the Garda service is representative of the community we serve	<ul style="list-style-type: none"> ○ Proactive advertisement and recruitment programme for ethnic and culturally diverse applicants ○ The number of persons from ethnic and culturally diverse communities joining the Garda Síochána ○ Organisation support mechanisms established to ensure the retention of members from ethnic and culturally diverse communities

Strategic Goal FIVE – Ethnic and Cultural Diversity						
To provide equal protection and appropriate service, while nurturing mutual respect and trust.						
Timeframe				National Ownership	National Outcome	
Q1	Q2	Q3	Q4		Public Confidence increased by 2%	
✓	✓	✓	✓	Each Regional Assistant Commissioner,		
✓	✓	✓	✓			
✓	✓	✓	✓			
✓	✓	✓	✓	Assistant Commissioner, Human Resource Management Assistant Commissioner, Strategy and Services Each Regional Assistant Commissioner Assistant Commissioner, National Support Services		
✓	✓	✓	✓			
✓	✓	✓	✓			
✓	✓	✓	✓			
✓	✓	✓	✓			
✓	✓	✓	✓	Each Regional Assistant Commissioner		
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	✓					
✓	✓	✓	✓			
		✓		Assistant Commissioner, Human Resource Management		
✓	✓	✓	✓			
✓	✓	✓	✓			

<p align="center">Strategic Goal FIVE – Ethnic and Cultural Diversity</p> <p align="center">To provide equal protection and appropriate service, while nurturing mutual respect and trust.</p>	
Divisional Actions	Divisional Performance Indicators
<ul style="list-style-type: none"> • Ethnic Liaison Officers to be appointed to ethnic and multi-cultural communities within each District. • Human Rights Awareness, focusing on the exercise of police powers will form part of CPD training classes given to all members of the Divisional Force during 2007. • Ethnic Liaison Gardai and other Gardai who come into contact with people of ethnic and multi-cultural communities will encourage and assist with applications for entry by them to An Garda Síochána. • Continuous consultation with marginalised sections of society will be carried out throughout the Division. • Targeted initiatives to be developed with travellers, refugees and migrant groups regarding awareness of Policing Services. • Appointment of Liaison Gardaí to each Traveller accommodation site in the Division. 	<ul style="list-style-type: none"> ○ The number of Meetings/Talks delivered on relevant policing issues to ethnic and culturally diverse communities to educate and provide information on topics such as road safety, community safety etc. ○ Record and investigate all racist incidents ○ The number of prosecutions associated with racist incidents ○ The number of referrals to victim support organizations relating to racist incidents ○ The number of targeted initiatives with ethnic and culturally diverse groups including traveller, refugee and migrant communities ○ The number of Ethnic Liaison Officer meetings and evaluation reports prepared ○ The number of ethnic and cultural issues addressed. The volume of Garda multilingual information material ○ Directory of available interpreters for use by the Garda Síochána developed and distributed to each District ○ Conduct an audit of the level of language skills among Garda personnel at Divisional level ○ Organisation support mechanisms established to ensure the retention of members from ethnic and culturally diverse communities ○ Actively encourage and support the recruitment of persons from ethnic and culturally diverse communities to the Garda Síochána ○ The number of committees developed

Strategic Goal FIVE – Ethnic and Cultural Diversity							
To provide equal protection and appropriate service, while nurturing mutual respect and trust.							
Timeframe				Divisional Ownership		Divisional Outcome	
Q1	Q2	Q3	Q4			Public confidence Increased by 2%	
✓	✓	✓	✓	Each District Officer, Clare Division			
✓	✓	✓	✓				
✓	✓	✓	✓				
✓	✓	✓	✓	Each District Officer, Clare Division			
✓	✓	✓	✓				
✓	✓	✓	✓	Each District Officer, Clare Division			
✓	✓	✓	✓				
✓	✓	✓	✓				
	✓						
	✓		✓				
	✓		✓	Each District Officer, Clare Division			
	✓		✓				
	✓		✓	Each District Officer, Clare Division			
	✓		✓				
✓	✓	✓	✓	Each District Officer, Clare Division			

Strategic Goal SIX – Community Engagement To build a Garda service that reflects the needs and priorities of the people in Ireland.	
National Actions	National Performance Indicators
Develop the Garda Síochána National Model of Community Policing	<ul style="list-style-type: none"> ➤ Public consultations to inform the development of the Garda Síochána National Model of Community Policing ➤ Pilot the Garda Síochána National Model of Community Policing at Divisional level ➤ The number of Gardai employed full-time on Community Policing ➤ The number of active Community Alert / Neighbourhood Watch schemes in operation
Develop a Youth Strategy to advance appropriate Garda services for children and young people	<ul style="list-style-type: none"> ➤ Assessment of Garda youth-related services ➤ Consult with youth service providers to inform proposed new strategy ➤ Produce draft strategy for consideration ➤ Implement strategy at Divisional level
Enhance victim-related services	<ul style="list-style-type: none"> ➤ Appoint a Superintendent as Victim Liaison Officer in Community Relations ➤ The number of referrals to victim support organizations ➤ The number of Family Liaison Officers appointed and trained ➤ 2% reduction in the level of repeat victimisation
Engage fully in Joint Policing Committees and local policing fora	<ul style="list-style-type: none"> ➤ Garda policy on Joint Policing Committees developed ➤ The number of meetings attended by Gardai ➤ The number of recommendations from Joint Policing Committees included in Divisional and District Policing Plans ➤ The number of community based CCTV systems supported
Ensure a visible public Garda presence within the community and particularly in RAPID areas	<ul style="list-style-type: none"> ➤ 5% increase in the satisfaction with Garda visibility in the locality ➤ The number of visible patrols ➤ The number of visible patrols in RAPID areas ➤ The number of initiatives implemented in RAPID areas

Strategic Goal SIX – Community Engagement						
To build a Garda service that reflects the needs and priorities of the people in Ireland.						
Timeframe				National Ownership	National Outcome	
Q1	Q2	Q3	Q4		A Garda service that reflects the needs and priorities of the people of Ireland	
✓				Assistant Commissioner, Strategy and Services		
		✓				
✓	✓	✓	✓			
✓	✓	✓	✓			
✓	✓			Assistant Commissioner, Strategy and Services		
	✓					
		✓				
			✓			
✓				Assistant Commissioner, Strategy and Services		
✓	✓	✓	✓			
✓	✓	✓	✓			
✓	✓	✓	✓			
✓				Assistant Commissioner, Strategy and Services and Each Regional Assistant Commissioner		
✓	✓	✓	✓			
			✓			
✓	✓	✓	✓			
			✓	Assistant Commissioner, Strategy and Services and Each Regional Assistant Commissioner		
✓	✓	✓	✓			
✓	✓	✓	✓			
✓	✓	✓	✓			

<p align="center">Strategic Goal SIX – Community Engagement</p> <p align="center">To build a Garda service that reflects the needs and priorities of the people in Ireland.</p>	
Divisional Actions	Divisional Performance Indicators
<p>Further develop Community Policing</p> <ul style="list-style-type: none"> District Staff will work with community and voluntary groups to protect the elderly and other vulnerable groups in the community, through Neighbourhood Watch and Community Alert Schemes. The Crime Prevention Design Officer and each Sgt / Member i/c is to ensure that each such scheme is running to maximum potential and that at least one additional Neighbourhood Watch and/or Community Alert Scheme is established in each Sub-district during 2007. The District Officer, Ennis will ensure that Community Garda for the greater Cloughleigh area will work closely with all statutory, community and voluntary groups in this area to ensure a visible and pro-active Garda presence in the locality. In particular, the Community Garda will focus on: <ul style="list-style-type: none"> (i) Foot patrols in uniform of the greater Cloughleigh area. (ii) Co-ordinate Garda involvement with RAPID Scheme in the locality. (iii) Co-ordinate Schools Programme in the locality. (iv) Pro-actively oversee running and expenditure of funded project for teenagers at risk. (v) Deliver an appropriate Garda services for children and young people <p>Enhance victim-related services</p> <p>Engage fully in Joint Policing Committees and local policing fora</p> <p>Ensure a visible public Garda presence within the community and particularly in RAPID areas</p> <p>Assign specific areas / beats / patrols to individual Gardai in their District</p>	<ul style="list-style-type: none"> ➤ The number of Gardai employed full-time on Community Policing ➤ The number of active Community Alert / Neighbourhood Watch schemes in operation in each District ➤ Develop a District Committee to lead and co-ordinate Youth strategies ➤ Implement National strategy at Divisional level when developed ➤ The number of referrals to victim support organizations ➤ The number of Family Liaison Officers appointed and trained ➤ 2% reduction in the level of repeat victimisation ➤ The number of meetings attended by Gardai ➤ The number of recommendations from Joint Policing Committees included in District Policing Plans ➤ The number of community based CCTV systems supported ➤ 5% increase in the satisfaction with Garda visibility in the locality ➤ The number of visible patrols ➤ The number of visible patrols in RAPID areas ➤ The number of initiatives implemented in RAPID areas ➤ Number of Gardai assigned

Strategic Goal SIX – Community Engagement

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

Timeframe				Divisional Ownership	Divisional Outcome
Q1	Q2	Q3	Q4		
✓	✓	✓	✓	Each District Officer, Clare Division	A Garda service that reflects the needs and priorities of the people of Ireland
✓	✓	✓	✓		
✓				Each District Officer, Clare Division	
			✓		
✓	✓	✓	✓	Each District Officer, Clare Division	
✓	✓	✓	✓		
✓	✓	✓	✓		
✓	✓	✓	✓	Each District Officer, Clare Division	
✓	✓	✓	✓		
✓	✓	✓	✓		
✓	✓	✓	✓	Each District Officer, Clare Division	
✓	✓	✓	✓		
✓	✓	✓	✓		
✓	✓	✓	✓		
✓	✓	✓	✓	Each District Officer, Clare Division	
✓	✓	✓	✓		
✓	✓	✓	✓		
✓	✓	✓	✓		
✓	✓	✓	✓	Each District Officer, Clare Division	

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