

**An Garda Síochána  
Carlow / Kildare  
Divisional  
Policing Plan 2009**



**A TIME FOR CHANGE**

**FOREWORD**




I am pleased to introduce the Carlow/Kildare Divisional Annual Policing Plan 2009. This plan brings a natural conclusion to the three year planning cycle outlined in our Corporate Strategy 2007-2009 and includes the priorities for An Garda Síochána as determined by the Minister for Justice, Equality and Law Reform under Section 20 of the Garda Síochána Act 2005.

The Policing Plan has been compiled in accordance with the overall organisational plan and takes cognisance of the views of the community and other partners and the requirement to ensure that next years priorities and objectives, target their concerns. Key actions can only be delivered by ensuring prudent financial management and strong leadership, by process owners. The delivery of achievements must take place in consultation and partnership with stakeholders. Our ability to deliver a professional policing service to all stakeholders and partners, is governed by the requirement to target the policing concerns identified and identify key actions required, accordingly.

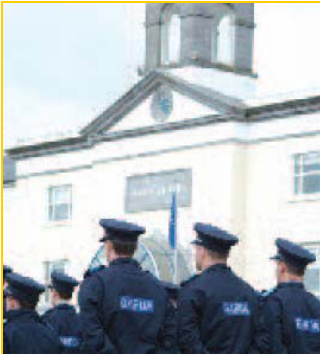
The relationship with the community we police in the Carlow/Kildare Division is central to the success of the Plan, as the concerns and needs of An Garda Síochána must be dictated by and motivated by the policing needs and requirements of the community we serve.

Throughout this plan we detail the key actions which will be undertaken in pursuit of our core activity which is the prevention and detection of crime. The efficient and effective use of resources, towards this overall objective is central to achieving aims. We will continue to target those people who transgress the criminal laws of our land and give particular attention to the policing issues of public order transgression and anti social behaviour. The focus across all areas of activity will be on intelligence led operations, high visibility patrolling and utilising our resources to the greatest effect to get the best results.

This plan is driven by the organisation's overall vision which is to have excellent people delivering policing excellence. All new initiatives and projects are directed at making us even better at what we do and at ensuring that we have the best resources, infrastructure and supports to deliver 21<sup>st</sup> century policing.

 **Chief Superintendent**  
(M.A. Byrnes)

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## VISION

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*‘Excellent people delivering  
policing excellence’*

## MISSION

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

## VALUES

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- ▣ Having respect for people and accepting diversity in all its forms
- ▣ Protecting human rights and adhering to the principles of fairness and justice
- ▣ Maintaining partnerships with the community
- ▣ Individual responsibility and transparent public accountability
- ▣ Honesty, professionalism and ethical leadership
- ▣ Continuously learning and embracing change.

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

**Background**

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

- a) preserving peace and public order
- b) protecting life and property
- c) vindicating the human rights of each individual
- d) protecting the property of the State
- e) preventing crime
- f) bringing criminals to justice, including by detecting and investigating crime
- g) regulating and controlling road traffic and improving road safety

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

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

**Priorities for 2009**

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

***National and International Security***

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

***Crime***

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

***Traffic***

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

***Public Order***

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

***Customer Service***

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

***Illegal immigration and Human Trafficking***

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

**STRATEGIC GOAL ONE - NATIONAL AND INTERNATIONAL SECURITY**

*To maintain national and international security*

Key Actions	This will be achieved by:	Performance Indicators	Process Owner	Outcome
<p>Monitor the national and international environments to identify and analyse potential</p>	<p>Continued development of the organisation's intelligence gathering capability and focused targeting of identified security threats and proactive intelligence-led operations</p>	<p>No terrorist attacks occurring within the State</p> <p>Operations targeted at terrorist groups</p> <p>Intelligence and information shared with international counterparts as appropriate</p>	<p>Superintendent G. Giblin</p>	<p><b>A Safe and Secure Division</b></p>
<p>Take positive action to prevent or contain identified threats</p>	<p>Continued interaction and information exchanges with International Security and Police Agencies</p>	<p>Sources and quality of intelligence enhanced in each Garda District</p>	<p>Detective Inspector A. O'Sullivan</p> <p>Each Detective Sergeant</p>	<p><b>A Positive Contribution to International Security</b></p>
<p>Maintain and develop our capability to proactively and reactively respond to national and international security threats</p>		<p>Collaboration with international security agencies in the area of training increased</p>		

## STRATEGIC GOAL TWO - CRIME

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

Key Actions	This will be achieved by:	Performance Indicators	Process Owner	Outcome
<p>Increase targeting of organised and serious crime networks including human trafficking networks</p> <p>Target property crime, including intellectual property and counterfeiting</p> <p>Increase the ability of An Garda Síochána to detect crime utilising forensic and other technological developments</p> <p>Enhance organisational capability in managing the risk associated with sex offenders</p> <p>Ensure effective intervention in domestic violence incidents and crimes of a sexual nature</p>	<p>Confronting organised crime, drug trafficking, gangland crime and related killings by the greater use of intelligence, legislation and the co-ordination of targeted operations</p> <p>The development of a multi-agency prolific offender strategy and the completion and implementation of a Crime Prevention Strategy</p> <p>The continued development of our forensic and technological analysis capabilities</p> <p>In conjunction with the Probation Service enhance the monitoring of sex offenders to manage the risk they pose to society</p> <p>An Garda Síochána to intervene effectively in domestic violence incidents and crimes of a sexual nature</p>	<p>Detection rates for illegal firearms increased</p> <p>Incidents where drugs are discovered for sale or supply increased</p> <p>Enhanced data on the incidence of human trafficking for exploitation with a view to increased detections</p> <p>Property crime reduced</p> <p>Detection rates for property crime increased</p> <p>Detection rates for assaults increased</p> <p>All persons subject to the provisions of the Sexual Offenders Act 2001 risk assessed</p> <p>Detection rate for sexual offences increased</p> <p>The number of arrests for domestic violence related incidents increased</p>	<p>Superintendent P. Mangan</p> <p>Detective Inspector A. O'Sullivan</p> <p>Each Detective Sergeant</p> <p>Sergeant M. Corcoran Crime Prevention Officer</p>	<p><b>Serious and Organised Crime Undermined Within the State</b></p> <p><b>Reductions in Property Crime and Increased Detections</b></p> <p><b>An Garda Síochána's Ability to Detect Offenders</b></p> <p><b>Risk Posed by Sex Offenders Subject to the Provisions of Legislation Reduced</b></p> <p><b>Increased Confidence in An Garda Síochána's ability to Investigate Crimes involving Domestic Violence and those of a Sexual Nature</b></p>

## STRATEGIC GOAL THREE - TRAFFIC

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

Key Actions	This will be achieved by:	Performance Indicators	Process Owner	Outcome
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<p style="text-align: center;">Targeted enforcement of both Road Traffic and Road Transport Legislation</p> <p style="text-align: center;">Promote road safety awareness</p> <p style="text-align: center;">Further develop organisational capability in road policing</p>	<p>Recent experience has shown that greater visibility has contributed to increased compliance with Road Traffic Legislation. We will seek to deliver these actions through greater visibility and enforcement by:</p> <ul style="list-style-type: none"> <li>o Greater use of MAT (Mandatory Alcohol Testing) checkpoints</li> <li>o Full utilisation of speed detection equipment</li> <li>o Rollout of ANPR (Automated Number Plate Recognition) systems</li> <li>o Continuing to improve public awareness</li> <li>o Progressing the outsourcing of safety cameras</li> </ul> <p>The development and implementation of a National Roads Policing Strategy for An Garda Síochána</p>	<p>Incidence of drink driving determined, utilising available data</p> <p>Targets, appropriate to An Garda Síochána, set out in the Road Safety Strategy 2007-2012, achieved</p> <p>The number of fatal and serious road collisions reduced</p> <p>National Roads Policing Strategy developed and implemented</p>	<p>Superintendent J. Murphy</p> <p>Inspector P. Glennon</p> <p>Each Traffic Sergeant</p>	<p style="text-align: center;"><b>Reduction in Incidence of Fatal and Serious Injuries and Improved Road Safety through Increased Road User Compliance</b></p> <p style="text-align: center;"><b>Significant Contribution to the Free Flow of Traffic</b></p>
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**STRATEGIC GOAL FOUR – PUBLIC ORDER**

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

Key Actions	This will be achieved by:	Performance Indicators	Process Owner	Outcome
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<p>To manage public disorder and anti social behaviour, in particular those problems associated with the night time economy</p>	<p>Engage effectively with community, business and statutory groups in conjunction with the analysis of available data in identifying and targeting local public order and anti-social behaviour hot-spots</p>	<p>Incidents of public disorder reduced</p>		
<p>Maintain and enhance organisational capability to effectively address incidents of public disorder</p>	<p>Develop partnerships with the licensed trade and other relevant stakeholders to create local strategic alliances in managing the night time economy to reduce alcohol and drug related public disorder</p>	<p>Incidents of criminal damage reduced</p>	<p>Superintendent P. Kavanagh</p>	<p><b>Safer Communities and Public Places</b></p>
	<p>Effectively utilise the provisions of the law, in particular the Intoxicating Liquor Act 2008, to challenge and control anti-social behaviour, public disorder and underage drinking through targeted operations</p>	<p>Incidents of assault reduced</p> <p>National awareness campaign directed at the carrying of knives completed</p>	<p>Inspector M. Walker</p>	



## STRATEGIC GOAL FIVE – ETHNIC AND CULTURAL DIVERSITY

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

Key Actions	This will be achieved by:	Performance Indicators	Process Owner	Outcome
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<p>Implement Garda Diversity Strategy</p>	<p>The implementation and evaluation of Garda Diversity Strategy</p>	<p>Garda Diversity Strategy implemented and evaluated</p>		
<p>Increase the capability and effectiveness of An Garda Síochána in creating an organisation representative of the community it serves</p>	<p>Targeted and innovative recruitment campaigns</p>	<p>Percentage of new entrants from minority communities to An Garda Síochána (full-time and Reserve Gardaí) increased</p>	<p>Superintendent J. Murphy</p> <p>Inspector K. Lavelle</p>	<p style="text-align: center;"><b>A Garda Service that Reflects and Serves our Diverse Communities</b></p>
<p>Engage with ethnic and culturally diverse communities</p>	<p>Proactively developing methods of engaging with ethnic and culturally diverse communities to ensure access to services and information</p> <p>Improved recording of racist incidents</p>	<p>Enhanced data on racist incidents with a view to increased detections</p>		

## STRATEGIC GOAL SIX – COMMUNITY ENGAGEMENT

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

Key Actions	This will be achieved by:	Performance Indicators	Process Owner	Outcome
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<p>A National focus on Community Policing</p> <p>Implement Garda Youth Strategy</p> <p>Enhance our service to the community through the implementation of a Garda Charter</p> <p>Engage with older people</p> <p>Communicate effectively with the community</p> <p>Engagement with all members of the community</p>	<p>Implementing and evaluating the Garda Síochána National Model of Community Policing on a pilot basis in thirty Garda Districts</p> <p>Working in collaboration with our strategic partners under the umbrella of the National Youth Justice Strategy 2008-2010</p> <p>Completing the development of a Garda Charter</p> <p>Developing effective and innovative policing approaches to enhance our engagement with older people in our communities</p> <p>Developing a communications strategy to support the work of An Garda Síochána</p> <p>Engaging with Joint Policing Committees, interest groups, statutory and voluntary agencies to ensure safe and secure communities</p>	<p>Pilot of National Model of Community Policing implemented and evaluated</p> <p>Targets appropriate to An Garda Síochána, as set out in the National Youth Justice Strategy, achieved</p> <p>Garda Charter completed and pilot commenced</p> <p>Satisfaction levels of older people with Garda service established through joint survey with relevant partner agencies</p> <p>Strategy developed and phased implementation</p> <p>Garda involvement in Joint Policing Committees evaluated</p> <p>Two Family Liaison Officers appointed in every Garda District</p>	<p>Superintendent P. Mangan</p> <p>Inspector G. Coonan</p> <p>All Superintendents</p>	<p><b>A Garda Service that is Partnership Based and Community Oriented</b></p> <p><b>Improved Communication with, and Service to, Victims of Crime</b></p>
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<p>Enhance An Garda Síochána's victim related services</p>	<p>Work towards improving delivery of Victims Charter commitments in consultation with the Victims of Crime Office and the Commission for the Support of Victims of Crime</p>	<p>Satisfaction levels of victims of crime with Garda service established through joint survey with relevant partner agencies</p> <p>Letters to victims issued in all appropriate cases</p>		
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## STRATEGIC IMPERATIVES

<i>Strategic Imperative</i>	<i>Change Improvement Project</i>	<i>Timeframe</i>	<i>Ownership</i>
To develop An Garda Síochána operations management capabilities	<ul style="list-style-type: none"> <li>○ Continued development of An Garda Síochána’s Portal</li> <li>○ Evaluation of deployment of Regional Support Units</li> <li>○ Review of administrative practices</li> </ul>	Release 2.0 – Q2 Release 3.0 – Q4  Projects completed – Q 4 Projects progressed – Q1, Q2, Q3, & Q4	Assistant Commissioner National Support Services and Chief Administrative Officer
To develop An Garda Síochána into a world-class organisation	<ul style="list-style-type: none"> <li>○ Develop Activity Based Costing in support of strategic goals</li> <li>○ Complete a management information framework</li> </ul>	Project completed – Q1 Project completed – Q1	Assistant Commissioner South Eastern Region
To engage, train, develop and motivate staff	<ul style="list-style-type: none"> <li>○ Review of recruitment and selection</li> <li>○ Engage and motivate all employees of An Garda Síochána</li> </ul>	Project completed – Q1 Project completed – Q3	Assistant Commissioner Human Resource Management
To renew and invigorate the culture of An Garda Síochána	<ul style="list-style-type: none"> <li>○ Reduce complaints made against members of An Garda Síochána</li> <li>○ Recognition of senior members of An Garda Síochána</li> <li>○ Complete the assessment of the culture of the organisation and appropriate interventions</li> </ul>	Project completed – Q1 Project completed – Q4 Project completed – Q4	Assistant Commissioner Strategy and Training
To ensure that An Garda Síochána is a well-led and well-managed organisation	<ul style="list-style-type: none"> <li>○ Current strategic planning approach / capability</li> </ul>	Project completed – Q1	Assistant Commissioner Dublin Metropolitan Region
To develop an excellent customer relationship model in An Garda Síochána	<ul style="list-style-type: none"> <li>○ Implementation of customer relationship model</li> </ul>	Project completed – Q4	Assistant Commissioner Western Region

## Boundary Changes

The 2008 Annual Policing Plan contained comprehensive proposals on the re-alignment of Regional and Divisional boundaries to generate greater efficiencies and effectiveness in facilitating the operation of the Joint Policing Committees. A significant number of changes have already been introduced with further changes planned in 2009. The Commissioner proposes to establish the new Kilkenny / Carlow Division in accordance with Section 22 (1) (c) of the Garda Síochána Act 2005.

The Carlow / Kildare Division District structure will be the following until the Kilkenny / Carlow Division is formed and the Kildare Division will then follow.

Division	District	Stations
Carlow / Kildare	Naas	Naas
	Naas	Kill
	Naas	Ballymore Eustace
	Naas	Clane
	Naas	Kilcullen
	Naas	Robertstown
Carlow / Kildare	Kildare	Kildare
	Kildare	Newbridge
	Kildare	Rathangan
	Kildare	Monasterevin
	Kildare	Ballitore
	Kildare	Athy
	Kildare	Castledermot
Carlow / Kildare	Leixlip	Leixlip
	Leixlip	Maynooth
	Leixlip	Celbridge
	Leixlip	Carbury
	Leixlip	Kilcock
Carlow / Kildare	Carlow	Carlow
	Carlow	Tullow
	Carlow	Hacketstown
	Carlow	Rathvilly
	Carlow	Leighlinbridge
	Carlow	Mhuine Bheag
	Carlow	Ballon
	Carlow	Myshall

ORGANISATIONAL PROJECTS		Targeted Timeframe				Owner
		Q1	Q2	Q3	Q4	
<b>Information and Communication Technology (ICT) Projects</b>						
1	Automated Fingerprint Identification System (AFIS) <i>Phase 3 to go live (integration with PULSE)</i>		✓			Assistant Commissioner NSS and Executive Director ICT
2	Review of ICT Organisational Structure and Staffing	✓				Executive Director ICT
3	Automated Number Plate Recognition (ANPR) <i>National Roll-out</i>	✓	✓	✓	✓	Assistant Commissioner Traffic and Executive Director ICT
4	Property and Exhibits Management System (PEMS) <i>Regional Roll-out</i>	✓				Assistant Commissioner Crime & Security and Executive Director ICT
5	PULSE <i>Release 4.6 Boundary Changes</i> <i>Release 5 Missing Persons &amp; Sex Offenders Register</i>	✓	✓			Assistant Commissioner Crime & Security and Executive Director ICT
6	Garda Email Rollout			✓	✓	Executive Director ICT
7	Garda Web site <i>Re-launch</i>	✓				Director of Communications and Executive Director ICT
8	National Digital Radio System (NDRS) <i>DMR Roll-out</i> <i>Eastern Region Roll-out</i>		✓	✓	✓	Executive Director ICT

9	Outsourcing of Speed Cameras			✓	✓	Assistant Commissioner Traffic
10	Review of Civilianisation	✓				Assistant Commissioner Human Resource Management
11	Identification of maximum number of Garda posts appropriate for Civilianisation	✓	✓	✓	✓	Assistant Commissioner Human Resource Management
12	Recruit 400 Garda Trainees	✓	✓	✓	✓	Assistant Commissioner Human Resource Management
13	Continued recruitment of Garda Reserves	✓	✓	✓	✓	Assistant Commissioner Human Resource Management
14	Review of Garda Allocation Model	✓	✓	✓	✓	Assistant Commissioner Human Resource Management
15	Strategic Accommodation Requirements <i>Report completed</i>		✓			Director of Finance
16	Outsourcing of Maintenance of Garda Fleet <i>Evaluation of tenders</i> <i>Engage outsourced service provider</i>	✓	✓	✓		Director of Finance
17	Garda Fleet Profile and Optimisation Study <i>Develop Implementation Plan</i> <i>Implementation subject to approval of Commissioner</i>	✓	✓	✓	✓	Director of Finance
18	Accomplishment Growth Model <i>Deploy Pilot</i>	✓	✓	✓	✓	Assistant Commissioner Strategy & Training
19	Computer Crime Investigation <i>Commence dedicated training to enhance regional capability</i>		✓			Assistant Commissioner National Support Services
20	Training Review <i>Complete and publish the Training Review</i>	✓				Deputy Commissioner Strategy & Change Management