



Kilkenny Carlow Division Policing Plan 2010

Foreword



This is the first annual policing plan for the Kilkenny Carlow Division. Our Division was formed as a result of divisional boundary realignments and came into being on 29th June 2009. Since then we positively responded to the challenges we faced, within statutory legislation, always acting in the interest of the general good. This plan sets out the strategic priorities for the first year of our *Garda Síochána Strategy Statement 2010 - 2012* and includes the priorities determined for *An Garda Síochána* by the Minister for Justice, Equality and Law Reform. The plan is proactive and takes cognisance of a changing environment within a policing context. The plan never loses sight of *An Garda Síochána's* mission statement of working with our communities to protect and serve.

This plan clearly outlines how *Gardaí* will work together with the people we serve in a structured and objective manner. One of our goals is to enhance public safety within their homes and communities.

The plan sets out steps and performance indicators under six priority headings as decided by our *Garda Commissioner*. These priorities ensure that *An Garda Síochána* is focused on protecting the State and its citizens from unlawful attack; that crime is tackled vigorously in order to prevent and detect crime, apprehend and prosecute offenders; that traffic on our roadways

is policed effectively in order to reduce errant road behaviour and reduce the incidence of fatal and serious injury road traffic collisions; to reduce the incidence of public disorder and anti-social behaviour in our communities; to build partnerships with our communities in order to build and maintain trust and confidence in the *Garda service*; and finally, to develop the *Garda Síochána* as a world class police service.

This plan details ways in which we will maintain our focus on and commitment to our core activity: the prevention and detection of crime. In our changing economic environment there are fiscal constraints on our organisation. However, I assure you, all resources will be pro-actively managed to ensure their optimum usage.

Finally, our organisation is only as good as the co-operation we receive from the public, we ultimately serve. I ask that people in Kilkenny Carlow Division work with their local *Gardaí* to make the Kilkenny Carlow Division a safe place to live by reporting crime or any suspicious activity to their local *Garda Station* or by dialling 999 or 112 or calling the *Garda confidential line* at 1800 666 111.

Michael A. McGarry
Chief Superintendent

Vision

*Excellent people delivering
Policing excellence*

Mission

*Working with Communities to protect
and Serve*

Values

<i>Honesty</i>	Being honest and ethical and adhering to the principles of fairness and justice
<i>Accountability</i>	Accepting individual responsibility and ensuring public accountability
<i>Respect</i>	Having respect for people, their Human Right and their needs
<i>Professionalism</i>	Providing a professionalism policing service to all



Kilkenny / Carlow Division

Strategic Goal One – Ensuring our Nation’s Security

Ensuring our national security is a core commitment for An Garda Síochána. This goal demonstrates our unwavering focus on guarding national security and in playing an active role in strengthening international security. We are fully committed to maintaining a secure nation for all our communities.

Key Actions	This will be achieved by	Performance Indicators	Base Line	Time frame	Process Owner	Outcome
<i>Identify and analyse any threat to national and international security and respond appropriately</i>	Continue to assess, categorise and record all known persons or groups identified as having dissident republican subversive links within the Kilkenny / Carlow Division.	Number of persons or groups identified as having dissident republican subversive links		Q2	Each District Officer D/Insp. Hennebry (Divisional Level)	A Safe and Secure Division of Kilkenny / Carlow with a positive contribution to regional and International Security
	Assess, categorise and record all known persons or groups identified as having international terrorist / extremist links within the Kilkenny / Carlow Division.	Number of persons or groups identified as having international terrorist / extremist links		Q2		
	Continue to profile each identified person / group, and maintain up to date profiles on all potential security threats	Number of profiles completed and updated		Q2		
	Circulate the appropriate information regarding threats to our nation’s security to members of An Garda Síochána throughout the Kilkenny / Carlow Division.	Number of bulletins circulated Number of intelligence reports submitted on identified threats		Q4 Q4		

Key Actions	This will be achieved by	Performance Indicators	Base Line	Time frame	Process Owner	Outcome	
<i>Identify and analyse any threat to national and international security and respond appropriately</i>	Carry out targeted operations against identified threats to national / international security	Number of operations conducted		Q1-Q4	Each District Officer	A Safe and Secure Division of Kilkenny / Carlow with a positive contribution to regional and International Security	
	Regular analysis and assessment of threats	Quarterly reports on divisional activity submitted		Q1-Q4	D/Insp. Hennebry (Divisional Level)		
	Risk assess each emerging threat to national and international security identified in the Kilkenny / Carlow Division	Number of risk assessments conducted		Q4	Criminal Intelligence Officers		
<i>Enhance our capability to respond to national and international security threats</i>	Continued development of divisional intelligence gathering capability	Number of quality intelligence emanating through Covert Human Intelligence Source (CHIS)		Q1-Q4	Each District Officer		
	Focused operations against identified security threats	Number of focused operations conducted		Q1-Q4			D/Insp. Hennebry (Divisional Level)
		Number of searches		Q1-Q4	Criminal Intelligence Officers		
		Number of arrests					
	Continued interaction and information exchanges with Garda units outside the Kilkenny / Carlow Division and international security and police agencies	Number of information exchanges with neighbouring divisions, national units and other agencies		Q1-Q4			
Monitor air traffic at Kilkenny airfield	Number of inspections at Kilkenny airfield						

Key Actions	This will be achieved by	Performance Indicators	Base Line	Time frame	Process Owner	Outcome
<p><i>Identify any association between subversive, terrorist and organised crime gangs</i></p>	<p>Identify association between subversive, terrorist and organised crime gangs operating in the Kilkenny / Carlow Division</p>	<p>Number of targeted operations</p>		<p>Q1-Q4</p>	<p>Each District Officer</p>	<p>A Safe and Secure Division of Kilkenny / Carlow with a positive contribution to regional and international security</p>
	<p>Utilise newly enacted and all available legislation to target identified organised crime gangs</p> <p>Ongoing liaison and utilisation of the services of national and regional specialist units in focused operations against subversive, terrorist and organised crime gangs</p>	<p>Number of targeted operations</p>		<p>Q1-Q4</p>	<p>D/Insp. Hennebry (Divisional Level)</p>	
<p><i>Maintain and develop An Garda Síochána's Major Emergency Plans / capabilities</i></p>	<p>Hold an interagency training day on the roles of organisations and key agency personnel in a major emergency</p>	<p>Number of interagency training days on the roles of organisations and key agency personnel held</p>		<p>Q4</p>	<p>Each District Officer</p>	
	<p>Hold one major emergency exercise in 2010</p>	<p>Number of Major Emergency Exercises held in the year</p>		<p>Q4</p>	<p>Insp. Connolly, D/Insp. Hennebry (Divisional Level)</p>	
	<p>Continue to provide training in the area of major emergency planning through succession planning strategy</p>	<p>Number of newly trained members in the Kilkenny / Carlow Division in this area</p>		<p>Q4</p>		
	<p>Provide training to members to augment the divisional public order unit to respond to Major Emergency incidents</p>	<p>Number of newly trained members in the Kilkenny / Carlow Division</p>		<p>Q2</p>		

<ul style="list-style-type: none"> • <i>Targeting drug trafficking and low level street dealing</i> 	Monitor crime trends and identify hotspots and in the Kilkenny / Carlow Division to enable focused deployment of resources to confront crime	Number of personnel attached to district drugs units. Number of training placements with district drugs units		Q1-Q4	GSAS CIO	Reduced crime and fear of crime in the Kilkenny / Carlow Division
	Enhance the Division's drugs investigative capacity through deployment of resources to district drugs units and training placements with these units	Number of additional members trained and number of test purchasing operations		Q1-Q4		
	Facilitate training of personnel in drugs investigation and test purchasing of controlled drugs	Internal divisional publication of contact network		Q3	Each District Officer	
	Establish contact network to facilitate closer contact between members engaged in drugs investigation in the Kilkenny / Carlow Division and members in adjoining Divisions and DMR stations	Increased number of drugs detections		Q1-Q4	D/Insp. Hennebry (Divisional Level)	
	Identify and profile drugs traffickers and low level street drug dealers operating in the Kilkenny / Carlow Division	Number of profiles		Q1-Q4	Sergeant Mulloney	
	Conduct focused operations against these identified individuals and groups	Increased number of sale/ supply drugs detections		Q1-Q4		
	Communicate presumptive drugs testing policy and roll out pilot in the Kilkenny / Carlow Division.	Number of presumptive drugs tests carried out		Q1-Q4		
	Increase the number of Section 3 MDA seizures	Number of Section 3 MDA seizures		Q1-Q4		

<ul style="list-style-type: none"> • <i>Identifying and targeting assets which are the proceeds of crime</i> • <i>Targeting human trafficking networks</i> <p>Target high volume property crime and crimes against the person, including:</p> <ul style="list-style-type: none"> • <i>Crimes involving prohibited weapons</i> • <i>Domestic violence incidents</i> • <i>Crimes of a sexual nature</i> 	Identify Licensed Premises where Sale / Supply of illegal drugs may occur	Number of Premises Identified		Q1-Q4	<p>Each District Officer</p> <p>D/Insp. Hennebry (Divisional Level)</p>	<p>Reduced crime and fear of crime in the Kilkenny / Carlow Division</p>
	Focused operations in tackling illegal substance use using all available legislation including: Section 19 Housing Misc. Provisions. Act, Section 18 Notices served on licensed premises	Number of Operations in tackling illegal substance use		Q4		
	Ensure adequate number of members in each district in the Kilkenny / Carlow Division as criminal asset profilers	Number of asset profilers trained in the Division		Q1-Q4		
	Prepare asset profiles of those suspected to be involved in criminality in the Kilkenny / Carlow Division	Number of asset profiles prepared		Q4		
	Enhance the divisional capacity to target human trafficking networks in the Division by training one member in each district in investigating human trafficking networks	Number of members trained		Q3		
	Monitor and manage high volume crime by convening regular divisional crime management meetings	Number of divisional crime management meetings convened		Q1-Q4		
	Monitor and manage high volume crime by convening regular district crime management meetings	Number of district crime management meetings convened		Q1-Q4		
	Reduce incidents of property crime and crimes against the person	Property crime and crimes against the person reduced		Q1-Q4		

<p>Target high volume property crime and crimes against the person, including:</p> <ul style="list-style-type: none"> • <i>Crimes involving prohibited weapons</i> • <i>Domestic violence incidents</i> • <i>Crimes of a sexual nature</i> 	Active engagement with the Kilkenny / Carlow community to address the threat posed by crime	Number of high visibility crime checkpoints conducted		Q1-Q4	<p>Each District Officer</p> <p>D/Insp. Hennebry (Divisional Level)</p> <p>Insp. Brennan (Divisional Level)</p>	<p>Reduced crime and fear of crime in the Kilkenny / Carlow Division</p>
	Increase the detection rate for property crime	Level of detection rate		Q1-Q4		
	Increase fingerprinting and photographing of arrested persons in the Kilkenny / Carlow Division	Number of fingerprints and photographs recorded		Q1-Q4		
	Appoint a Crime Prevention Officer in the Division. Increased crime prevention activities and use of media in this regard	Appoint a Crime Prevention Officer and number of referrals		Q2 Q1-Q4		
	Train representatives of the Kilkenny / Carlow Division in the handling of Covert Human Intelligence Source (CHIS)	Number of members trained		Q3		
	Augment the strength of Detective Branch capability throughout the Division through the piloting of a system whereby uniform members would supplement resources on a rotational basis for a specified period	Number of members appointed to detective and plain clothes duties within the Division		Q1-Q4		
	Deployment of resources to increase the monitoring Garda CCTV throughout the Division	Number of detections arising from CCTV footage		Q1-Q4		
	Revitalise community policing and neighbourhood watch schemes throughout the Division	Number of active schemes		Q1-Q4		

<i>Enhance organisational capability in managing the risks associated with sex offenders</i>	Risk assess all persons subject to the provisions of the Sex Offenders Act 2001	Number of risk assessments conducted		Q3	Insp. Brennan (Divisional Level)	Reduced crime and fear of crime in the Kilkenny / Carlow Division
	Facilitate training to two members in each district in the Division in risk assessment of sex offenders	Number of members trained		Q4		
	Maintain liaison with Non-government Organisations (NGOs) such as Ruhama in the monitoring and trafficking of persons for use in the sex industry	Number of interactions		Q1-Q4		
<i>Support the Forensic Science Laboratory in the development of a DNA database</i>	Enhance structures and processes in the Kilkenny / Carlow division between An Garda Síochána and Forensic Science Laboratory (FSL) team	Number of E-mails forwarded to FSL		Q1-Q4	Each District Officer	
	Highlight the potential for solving crime through DNA through training and briefing sessions in the Division	Number of briefings		Q3		
<i>Deliver appropriate training in the management and investigation of crime</i>	Establish a Divisional Property Exhibit Management System (PEMS) store to include facilities for the safe preservation and storage of DNA exhibits	PEMS store established		Q3	D/Insp. Hennebry (Divisional Level)	
	Enhance the crime management and investigative capacity of members in the Kilkenny / Carlow Division through: Completion of level 1 and level 2 investigative interviewing in the Kilkenny / Carlow Division	Number of operational members trained to this minimum level		Q1-Q4		

<p><i>Deliver appropriate training in the management and investigation of crime</i></p>	Facilitate training of all members of detective branch, crime and drugs units in the Division to level 3 investigative interviewing	Numbers trained		Q2	<p>Each District Officer</p> <p>D/Insp. Hennebry (Divisional Level)</p>	<p>Reduced crime and fear of crime in the Kilkenny / Carlow Division</p>
	Ensure that one member in each district is trained to level 4 (interview advisor) of investigative interviewing	Numbers trained		Q1-Q4		
	Ensure sufficient personnel for deployment as Incident Room Coordinators in the Division	Number of Incident Room Coordinators trained		Q1-Q4		
	Identify appropriate personnel for deployment as serious incident canvass coordinators within the Division	Number of serious incident canvass coordinators trained		Q1-Q4		
	Identify appropriate personnel for deployment as fraud investigators and facilitate training of one member in each district	Number of members trained with Garda Bureau of Fraud Investigation (GBFI)		Q1-Q4		
	Identify appropriate personnel for deployment as specialist child interviewers and facilitate training to maintain two trained interviewers in each district	Number of specialist child interviewers trained		Q1-Q4		
	Ensure that all appointed members of detective branch have completed a detective training course	Number of members trained		Q1-Q4		
	Identify appropriate personnel for deployment as hostage negotiators and facilitate training of two members in the Division	Number of members trained as hostage negotiators		Q1-Q4		



Kilkenny / Carlow Division Strategic Goal Three – Effective Roads Policing

An Garda Síochána is committed to making our roads safer and improving the behaviour of all road users. We are dedicated to achieving a reduction in the incidence of fatal and serious injury collisions

Key Actions	This will be achieved by	Performance Indicators	Base Line	Time frame	Process Owner	Outcome
<i>Targeted Enforcement of both Road Traffic and Road Transport Legislation</i>	Strategically placed MAT (Mandatory Alcohol Testing) checkpoints	Number of MAT Checkpoints performed and drivers arrested		Q1-Q4	Each District Officer.	Safer roads and improved road user behaviour leading to a reduction in deaths and serious injuries
	Implementation of the Roads Policing Plan 2010	Decrease in the number of Fatal and Serious Injury Collisions, year on year		Q1-Q4	Divisional Traffic Inspector T. King	
	Full use of speed detection equipment including ROBOT Van	Maintain the number of offences detected		Q1-Q4		
	Enforcement of Lifesaver Offences	Number of Lifesaver notices issued for Speeding, Seatbelts and Mobile Phones		Q1-Q4		

<i>Identification of Collision Hotspots</i>	HGV's legislation and utilization of the mobile weigh bridge during unsociable hours	Number of prosecutions under the Road Transport Legislation	Q1-Q4	Each District Officer Divisional Traffic Inspector T. King	Safer roads and improved road user behaviour leading to a reduction in deaths and serious injuries
	Hold Multi-Agency checkpoints with Road Safety Authority and other Agencies	Number of Multi-Agency Checkpoints recorded.	Q1-Q4		
	Initiate engagement and enforcement operations aimed at young vulnerable drivers who engage in high risk and unsociable behaviour on our roads	Recording activity on PULSE under Organisation number specific to "Boy Racers"	Q1-Q4		
	To this end the gathering of intelligence concerning group activities, haunts and vehicles used is an essential part of the operation				
	Review of Collision Prone Zones will be undertaken	Achieve a reduction in Fatal and Serious Injury Collisions in Collision Prone Zones in Kilkenny/Carlow	Q1-Q4		
	Targeting road traffic offenders within these Collision Prone Zones				
Adopting a high visibility policing presence in these Collision Prone Zones					

<i>Develop a cohesive approach to Road Safety campaigns</i>	Improve public awareness of road safety issues by the continuous use of local media resources of radio and print	Number of Broadcasts on Local Radio and Interviews to Print Media on Road Safety matters		Q2 Q4	Each District Officer Divisional Traffic Inspector T. King	Safer roads and improved road user behaviour leading to a reduction in deaths and serious injuries
	In association with the Garda Juvenile Office promote Road Safety through the Garda Road shows and deliver the video “It Won’t Happen To Me” to all Transition Year students in the Division	Number of Garda Road shows delivered to Transition Year Students in Kilkenny/Carlow		Q3		
	The delivery of Road Safety Module of the Garda Primary Schools Programme to each Primary School within the Division and to meet this aim to train an additional sixteen members to deliver the Garda Schools Programme	Number of Garda Primary Schools Programmes delivered		Q1-Q4		
	<i>Interagency Initiatives</i> Regular meetings of the Traffic Safety Teams under the Collision Prevention Programme	Number of Collision Prevention Programme meetings recorded		Q1-Q4		

<i>Increase road policing capability in An Garda Síochána to deny the use of our roads for criminal activity</i>	Utilisation of the Automated Number Plate Recognition (ANPR) system and continued training to achieve the full capabilities of the system	Number of “Hits” on vehicles used by Top 10 Criminals	Q1-Q4	Each District Officer Divisional Traffic Inspector T. King	Safer roads and improved road user behaviour leading to a reduction in deaths and serious injuries
	Increasing the levels and quality of intelligence	Number of Intelligence reports created on Pulse	Q1-Q4		
	Intelligence led operations to deny the use of roads to criminal activity. For example, “Operation Nore”	Number of Intercepts of Travelling Criminals	Q2,Q4		
	Attendance at monthly meeting of Regional Crime Conference	Number of Regional Crime Conference attended	Q1-Q4		
	With the impending opening of the M8, M9 and M10 Motorways to monitor and provide advice and education in the proper use of the new roads network	Distribution of Road Safety Leaflets to all road users will be recorded	Q3,Q4		
<i>Traffic Management</i>	Establish a traffic management plan for major events, road works and major incidents on the motorways	Number of Traffic Management Plans prepared and implemented	Q1-Q4		

<p><i>Staff Development to ensure organisational capability in Roads Policing</i></p>	<p>Maintain the Divisional Traffic Corps strength in line with the Commissioner's policy</p>	<p>Number of members attached to each unit</p>	<p>Q1-Q4</p>	<p>Each District Officer</p> <p>Divisional Traffic Inspector T. King</p>	<p>Safer roads and improved road user behaviour leading to a reduction in deaths and serious injuries</p>
	<p>The delivery Out of Vehicle Safety Training (OVST) to all Traffic and Non-Traffic members</p>	<p>Number of Traffic and Non-Traffic members trained</p>	<p>Q3,Q4</p>		
	<p>Identify and train key personnel in the new Competency Based Driving Programme (CBD 1 & 2)</p>	<p>Number of members trained</p>	<p>Q1-Q4</p>		
	<p>Role Specific Training provided to Traffic & Non-Traffic members</p>	<p>Training of members in the use of ANPR and ROBOT will continue</p>	<p>Q3,Q4</p>		



Kilkenny / Carlow Division

Strategic Goal Four – Ensuring a Peaceful Community

An Garda Síochána recognises the need to engage directly with communities to understand and respond to their concerns and to ensure a peaceful and safe environment for everyone. Working with our communities will enhance public confidence in our service by improving feelings of safety in the community.

Key Actions	This will be achieved by	Performance Indicators	Base Line	Time frame	Process Owner	Outcome
<i>Reduce Public Disorder, Assaults and Criminal Damage</i>	Identify and proactively target local Public Order 'Hot Spots'	Number of areas identified.		Q1-Q4	Each District Officer	Safer and more local peaceful communities
	Respond faster to reports of public disorder and anti-social behaviour	Public Order Incidents reduced Assaults reduced Criminal Damage reduced		Q1-Q4		
	Adopt a community policing approach in partnership with relevant external stakeholders, including local communities, to reduce incidents of public disorder and anti-social behaviour	Number of Adult Cautions for Public Order Incidents.		Q1-Q4	Superintendent Kavanagh (Divisional Level)	
		Number of Fixed Charge Notices for Public Order		Q1-Q4		

	Adopt a low tolerance stance to alcohol and drug-related anti-social behaviour and youth crime	Number of Closure Orders applied for premises contributing to Anti Social Behaviour		Q1-Q4		
	Introduce a youth crime case management system	Number of Juvenile Referrals for Public Order		Q1-Q4		
	Increase the use of Anti-Social Behaviour Warnings	Number of Anti-Social Behaviour Warnings issued		Q1-Q4	Each District Officer	
	Enforce the Liquor Licensing Laws	Number of Good Behaviour Contracts drawn up for Children		Q1-Q4	Superintendent Kavanagh (Divisional Level)	
	Identify and Target known premises involved in the sale of alcohol to underage persons	Number of Operations to combat Sale of Alcohol to underage persons		Q2,Q4		
	Identify and Target premises known to be involved in the sale or supply of controlled drugs	Number of detections for the sale of alcohol to underage persons Number of Juvenile Cautions.		Q2,Q4		
	Object to Special Exemptions where appropriate Object to the Granting of Licenses where appropriate	Number of detections for the sale or supply of controlled drugs on Licensed Premises		Q1-Q4		
						Safer and more local peaceful communities

<i>Reduce Public Disorder, Assaults and Criminal Damage</i>	Identify and Target known premises associated with Public Disorder	Number of Inspections of Licensed Premises		Q1-Q4	Each District Officer Superintendent Kavanagh (Divisional Level)	Safer and more local peaceful communities
		Numbers of prosecutions of Licensed Premises		Q1-Q4		
		Number of objections to Special Exemptions Orders		Q1-Q4		
		Number of objections to Granting of licenses		Q1-Q4		
		Number of licensed premises associated with Public Disorder profiled for prosecution		Q1-Q4		
	Review Operational Plans for policing of “Hot Spots” for Public Disorder. Operations to be established for All Bank Holiday Weekends, Junior and Leaving Certificate Results	Number of Operations Conducted		Q1-Q4		

<p><i>Improved understanding and responsiveness to community needs</i></p>	<p>Conduct analysis of the Public Attitude Survey to establish findings relevant to each District within the Division</p>	<p>Conduct analysis of the Public Attitude Survey to establish findings relevant to each District</p>		Q2		
	<p>Meetings with County Development Board Meetings with Joint Policing Committees</p>	<p>Develop and implement a strategy to address analysis findings</p> <p>Number of Meetings held with County Development Board Number of Contributions made to County Development Board Number of meetings with Joint Policing Committees</p>		Q1-Q4	<p>Each District Officer</p> <p>Superintendent Kavanagh (Divisional Level)</p>	<p>Safer and more local peaceful communities</p>
	<p>Establish contact on Formal Basis with Vintners Federation in both Area Administrations</p>	<p>Number of Meetings held with holders of Licensed Premises</p>		Q2		



Kilkenny / Carlow Division Strategic Goal Five – Working with Communities

This goal acknowledges that a community based approach is a priority for An Garda Síochána, in order to build and maintain trust and confidence in the Garda service.

We will deliver a service that recognizes the diverse needs and priorities of all the people and communities in Kilkenny / Carlow.

Key Actions	This will be achieved by	Performance Indicators	Base Line	Time frame	Process Owner	Outcome
<i>Work with and support all sections of our community</i>	Ensure the rollout of the National Model for Community Policing	Rollout in accordance with National Policy, the National Model for Community Policing		Q1		Trust and Confidence in An Garda Síochána
	Ensure the Implementation of the Garda Youth Strategy	Implement the Garda Youth Strategy		Q1	Each District Officer	
	Continue to liaise with our National Partners on Neighborhood Watch and Community Alert.	Number of meetings with National Partners on Neighborhood Watch and Community Alert		Q1-Q4	Superintendent Redmond Divisional Level	
	Ensure a Divisional Neighborhood Watch (N.W.) / Community Alert Conference is	N.W. / Community Alert Conference held		Q4		

<i>A partnership approach to solving Community problems</i>	hosted by the Divisional Officer					
	Each Community Policing Model to be subdivided into neighborhoods for Policing Purposes	Neighborhood's Established across Division		Q3		
	Rejuvenation of Campus Watch in Kilkenny and Carlow	Campus Watch Established Number of Campus Watch Meetings attended		Q2		
	Rejuvenation of Business Watch in Kilkenny and Carlow	Business Watch Established Number of Business Watch Meetings attended		Q2		
	Playing an active role in the development of Joint Policing Committees	Number of Joint Policing Committees attended		Q1-Q4	Each District Officer Superintendent Redmond (Divisional Level)	Trust and Confidence in An Garda Síochána
	Nominate vulnerable elderly people living in isolation and complete database	Database of Elderly completed		Q1-Q4		
	Continue to visit those nominated	Number of Visits		Q1-Q4		
	Liaise with relevant Public Health Nurses	Number of Meetings with Public Health Nurses		Q1-Q4		
Implement Garda Diversity Strategy by properly recording and investigating every reported incident involving racist behaviour	Number of racially motivated incidents reported		Q1-Q4			

	Properly record and investigate every reported Complaint made against members of An Garda Síochána for racist behaviour	Number of Complaints made against members for racist behaviour		Q1-Q4		
	Develop initiatives with ethnic and culturally diverse groups including traveller, refugee and migrant communities.	Number of Targeted initiatives with ethnic and culturally diverse groups including traveller, refugee and migrant communities		Q1-Q4		
	Ensure Quality of Immigration Service provided	Number of new Immigrants residing in the Division		Q1-Q4	Each District Officer	
	Hold a Cultural information night in conjunction with members of the local ethnic community.	Number of Cultural information nights held in conjunction with members of the local ethnic community		Q3	Superintendent Redmond (Divisional Level)	Trust and Confidence in An Garda Síochána
	Endeavour to involve members of the Ethnic Community in one of the following groups 1. NW Committee 2. Community Alert 3. Business Watch 4. Campus Watch 5. R.A.P.I.D	Number of members of the Ethnic Community who sit on groups 1. NW Committee 2. Community Alert 3. Business Watch 4. Campus Watch 5. R.A.P.I.D		Q1-Q4		
	Ensure training of sufficient members of our community policing teams as Ethnic Liaison Officers	Numbers trained as Ethnic Liaison Officers		Q1-Q4		
	Provide cultural awareness training for all staff	Numbers trained in cultural awareness		Q1-Q4		

<i>Engaging with and supporting victims of crime</i>	Identify community leaders within the ethnic community from whom the An Garda Síochána locally can call on to provide support and guidance when required	Number Identified		Q1-Q4		Trust and Confidence in An Garda Síochána
	Ensure victims of crime are informed of victim support services	Number of Victims informed of Victim Support Services		Q1-Q4	Each District Officer	
	Ensure initial PULSE letters and subsequent PULSE letters are sent to every victim by District Officer where victim resides	Number of initial PULSE letters and subsequent PULSE letters generated		Q1-Q4	Superintendent Redmond (Divisional Level)	
	Ensure six Family Liaison Officers are trained within the Division	Number of Family Liaison Officers trained		Q1-Q4		
	Utilize services of Family Liaison Officers in road traffic fatalities / homicides and other subsequent investigations as deemed appropriate	Number of Incidents where Family Liaison Officers are utilised		Q1-Q4		



Kilkenny / Carlow Division

Strategic Goal Six – An Excellent Organisation

An Garda Síochána, in implementing this goal, will maintain our focus on the development of a highly professional organization which acknowledges the contribution of its people at all levels.

We will use the resources available to us in effective and innovative ways. In developing our people to be highly motivated, we will ensure improved service to all members of the community, which will assist in achieving the policing and community centered objectives of An Garda Síochána.

Key Actions	This will be achieved by	Performance Indicators	Base Line	Time frame	Process Owner	Outcome
The continued development of an excellent organisation	Implementation of the Lessons Learned Framework	Promote awareness of the Lessons Learned framework - apply framework to suitable identified issues/activities - identify issues/activities for consideration - organise three meetings with external stakeholders - hold three internal focus group meetings - submit identified issues for consideration by the Board		Q1-Q4	Each District Officer Superintendent Michael Nevin	Highly motivated people

<p>Enable smart processes and technologies to support frontline policy delivery</p>	<p>Ensure implementation of National Review of the Garda Employee Assistance Programme</p>	<p>Assist in the national review of the Garda Employee Assistance Programme Support the national strategy</p>	<p>Q3</p>	<p>Each District Officer</p> <p>Superintendent Michael Nevin</p>	<p>Highly motivated people</p> <p>Better service to citizens</p>
	<p>Targeted training initiatives introduced to improve organisational competence</p>	<p>Evaluate processes at Divisional and district level to develop best practice in conjunction with the Lessons Learned Framework (LLF)</p>	<p>Q3</p> <p>Q1-Q4</p>		
	<p>Instill organisations core values throughout the Divisional force</p>	<p>Promote awareness of HARP throughout the Division at appropriate forums</p>	<p>Q1-Q4</p> <p>Q1-Q4</p>		
	<p>Technical support for frontline staff including the continued planned rollout of National Digital Radio Project</p>	<p>Facilitate the roll out of the national digital radio project</p>	<p>Q1-Q4</p>		
	<p>Continued development of e-working systems and solutions. Implementation of mobile working solutions</p>	<p>Expand the use of e-mail and other messaging systems within the Division</p>	<p>Q1-Q4</p>		

Ensure value for money in the management of resources	Alignment of the 2010 Garda budget with the Rollout of Regional Budgetary Strategy	Policing priorities financed within the voted budget Ensure operation costings are conducted in advance of same		Q1-Q4		
	Piloting the implementation of a new process for recording and reporting absence management across the Garda civilian organisation, when developed at national level	Absence recording process implemented Support the development of new process for recording and reporting absence management across the Garda organization		Q1-Q4	Each District Officer	More effective use of resources
	Enhancing and acknowledging the contribution of staff at all levels by implementing Excellent Police Work (EPW) Framework within Division	Implement the absence recording process Number of Form EPW submitted		Q1-Q4	Superintendent Michael Nevin	
	Promote implementation of quality review incidents on PULSE.	Number of incidents viewed by supervisory staff		Q1-Q4		
	Strengthen practices and processes around data/information collection, recording and dissemination	Promote use of Online Messaging (OLM) in accordance with instruction Improved quality of data		Q4		
	Conduct Annual Review of Training Needs within the Division	Annual Review of Training needs document				

