



# Kilkenny Carlow Division Policing Plan 2012

## Foreword



This is the third annual policing plan for the Kilkenny Carlow Division. This plan sets out strategic priorities for the third and final 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 in accordance with section 7 of the Garda Síochána Act 2005. In formulating this plan, I am again conscious of Garda Inspectorate reports, public finances and the Garda Public Attitudes survey. I will face the challenges of 2012 together with my colleagues and always act in the interests of the general good. All my actions will be grounded on An Garda Síochána's four core principals of honesty, accountability, respect and professionalism.

The plan is proactive and takes cognisance of the constant changing environment within a policing context. My members continue to be my most valuable resource and they will give me the ability to achieve my plans. In this context, my plan never loses sight of An Garda Síochána's vision for "excellent people delivering policing excellence". This plan clearly outlines how Gardaí will work together with the people we serve in a structured and objective manner.

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.

In our changing economic environment there are further financial constraints on our organisation. However, strong leadership will guide the Gardaí within this Division through these difficulties. The focus of my efforts will be to maintain front line services. I hereby give my commitment to continue to pro-actively manage all resources available to me.

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*

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*Excellent people delivering  
Policing excellence*

## *Mission*

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*Working with Communities to protect  
and Serve*

## *Values*

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

## **Policing Priorities for An Garda Síochána for 2012 as determined by the Minister for Justice and Law Reform**

### **Background**

The function of the Garda Síochána under section 7 of the Garda Síochána Act 2005 is to provide policing and security for the State with the objective of:

- preserving the peace and public order,
- protecting life and property
- vindicating the human rights of each individual
- protecting the security of the State,
- preventing crime
- bringing criminals to justice, including by detecting and investigating crime,
- 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 and Law Reform and to the Garda Strategy Statement. 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 drugs, human trafficking, youth justice, victims of crime, road safety, and on domestic and sexual violence. As Chief Superintendent for Kilkenny Carlow I have been conscious of the priorities of the Minister for Justice and Law Reform and to the Garda Strategy Statement while developing my policing plan for 2012.

### **Priorities for 2012**

The Minister has determined the following matters as priorities for the Garda Síochána for 2012, in accordance with Section 20 of the Garda Síochána Act 2005.

#### *Security*

To protect the State and the people against terrorism in all its forms.

#### *Crime*

To combat serious crime, in particular organised crime and white collar crime.

#### *Policing Communities*

To provide a policing service which meets the needs of local communities.

#### *Roads Policing*

To continue to reduce the number of deaths and serious injuries arising from collisions.

*Efficient use of resources*

To promote efficiencies in resource allocation and deployment so as to enhance the policing service to the public.

*Victims of Crime*

To support and protect all victims of crime and treat them with dignity and to keep all victims of crime informed about the progress of their cases.

*Domestic and Sexual Violence*

To prevent domestic, sexual and gender based violence and to effectively tackle such violence when it occurs

*Human Trafficking*

To prevent and detect human trafficking.



## 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
<p><b>Continue to identify and analyse the threats to the State emanating from terrorist and extremist groups and take appropriate action</b></p>	<p>Continue to assess, categorise and record all known persons or groups identified as having dissident republican subversive links within the Kilkenny / Carlow Division.</p> <p>The maintenance of awareness within the Garda organisation of the prevailing threat from terrorist groupings by delivery of training through appropriate forums</p>	<p>Number of persons or groups identified as having dissident republican subversive links</p> <p>Number of briefings and divisional seminars conducted in the Kilkenny / Carlow Division</p> <p>Number of internal bulletins disseminated.</p>		<p>Q1,2,3,4</p> <p>Q1,2,3,4</p>	<p>Each District Officer</p> <p>D/Insp. Hennebry (Divisional Level)</p>	<p><b>A Safe and Secure Division of Kilkenny / Carlow with a positive contribution to regional and International Security.</b></p>
<p><b>Continue to identify and analyse threats to other countries emanating from terrorist and extremist elements within this</b></p>	<p>Assess, categorise and record all known persons or groups identified as having international terrorist / extremist links within the Kilkenny / Carlow Division.</p> <p>Continue to profile each identified person / group, and maintain up to date profiles</p>	<p>Number of persons or groups identified as having international terrorist / extremist links</p>		<p>Q4</p>		

Key Actions	This will be achieved by	Performance Indicators	Base Line	Time frame	Process Owner	Outcome
<b>jurisdiction</b>	on all potential security threats.  Circulate the appropriate information regarding threats to our nation's security to members of An Garda Síochána throughout the Kilkenny / Carlow Division.	Number of profiles completed and updated.  Number of bulletins circulated Number of intelligence reports submitted on identified threats.		Q2  Q1,2,3,4  Q1,2,3,4		
<b>Continue to identify and analyse threats to other countries emanating from terrorist and extremist elements within this jurisdiction</b>	Carry out targeted operations against identified threats to national / international security.  Regular analysis and assessment of threats.  Risk assess each emerging threat to national and international security identified in the Kilkenny / Carlow division.  Working with National Units to combat terrorist procurement, financing and operational activities	Number of operations conducted. The number of successful interventions in thwarting terrorist grouping operational activity  Quarterly reports on divisional activity submitted. Number of risk assessments conducted.		Q1-Q4  Q1-Q4	Each District Officer  D/Insp. Hennebry (Divisional Level).  Criminal Intelligence officers.	<b>A Safe and Secure Division of Kilkenny / Carlow with a positive contribution to regional and International Security.</b>
<b>Continue to identify and analyse threats to other countries emanating from terrorist and extremist elements within this jurisdiction</b>	Continued development of divisional intelligence gathering capability and the timely dissemination of intelligence to support operational personnel in the targeting of terrorist and extremist elements  Focused operations against identified	Number of quality intelligence reports disseminated.  Number of focused operations conducted. Number of searches. Number of arrests.		Q1-Q4  Q1-Q4	Each District Officer  D/Insp. Hennebry (Divisional	



Key Actions	This will be achieved by	Performance Indicators	Base Line	Time frame	Process Owner	Outcome
	<p>security threats.</p> <p>Continued interaction and information exchanges with Garda units outside the Kilkenny / Carlow</p>	Number of information exchanges with neighbouring divisions, national units and other agencies.		Q1,2,3,4	<p>Level).</p> <p>Criminal Intelligence officers.</p>	<b>An active role in enhancing national security</b>
<b>Continue to disrupt the connection between organised crime gangs and subversive/terrorist groups</b>	<p>Identify association between subversive, terrorist and organised crime gangs operating in the Kilkenny / Carlow division.</p> <p>Utilise all available legislation to target identified organised crime gangs</p>	Number of targeted operations.		Q1-Q4	<p>Each District Officer</p> <p>D/Insp. Hennebray (Divisional Level).</p>	<b>A Safe and Secure Division of Kilkenny / Carlow with a positive contribution to regional and International Security.</b>
	<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>	Number of targeted operations.		Q1-Q4		
<b>Consolidate organisational requirements emerging from the “Framework for Major Emergency Management in Ireland”</b>	<p>Implementation of the Major Emergency Management Programme 2012.</p> <p>Attendance at major emergency planning exercises conducted in each designated major emergency region</p>	<p>Risk assessment of major emergency hazards conducted in each designated major emergency region.</p> <p>No. of exercises attended by representatives from the Kilkenny / Carlow Division.</p>		<p>Q4</p> <p>Q4</p>	<p>Each District Officer</p> <p>Insp. Connolly, (Divisional Level).</p>	<b>A secure nation</b>

	<p>Hold an interagency training day on the roles of organisations and key agency personnel in a major emergency.</p> <p>Actively participate in major emergency exercises in 2012 within the South Eastern Region.</p> <p>Continue to provide training in the area of major emergency planning through succession planning strategy.</p>	<p>Interagency Guidance Documents and Protocols developed for:</p> <p>Interagency coordination of motorway incidents. Interagency major emergency media plan template Interagency Mass Fatality Plan</p> <p>Number of interagency training days on the roles of organisations and key agency personnel held.</p> <p>Number of Major Emergency Exercises participated in the year.</p>		<p>Q4</p> <p>Q1-Q4</p> <p>Q1-Q4</p> <p>Q1-Q4</p>	<p>Each District Officer</p> <p>Insp. Connolly, (Divisional Level).</p>	<p><b>An active role in enhancing national security</b></p>
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## Kilkenny / Carlow Division

### Strategic Goal Two – Confronting Crime

*An Garda Síochána will continue to focus on the prevention of crime. This includes targeting volume property crimes such as burglaries and thefts as well as crimes against the person such as assaults. Importantly, we will ensure that we target those crimes that impact on vulnerable members of our communities, including crimes against children, domestic violence and hate crimes. We will also seek to tackle organised crime through intelligence and analysis, white collar crime and e-crime. Overall, our aim is to reduce crime and the fear of crime.*

Key Actions	This will be achieved by	Performance Indicators	Base Line	Time frame	Process Owner	Outcome
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<b>Tackle property crime</b>	Crime prevention, tackling offenders, especially repeat offenders, and targeting crime hotspots as identified by analysis. This will reduce property crimes such as burglaries, thefts, and robberies.	Reduced property crime		Q1-Q4		
	Monitoring and managing high volume crime by convening regular divisional crime management meetings.	Number of divisional crime management meetings convened.		Q1-Q4	Each District Officer	<b>Reduced crime and fear of crime in the Kilkenny / Carlow division.</b>
	Continuing to fully utilise the Garda Síochána Analysis Service (GSAS) in identifying crime trends and suspects in order to formulate appropriate policing strategies. Monitoring crime trends and identifying hotspots in the Kilkenny / Carlow division to enable focused deployment of resources to confront crime.	Property crime and crimes against the person reduced.		Q1-Q4	D/Insp. Hennebry (Divisional Level).	
	Active engagement with the Kilkenny / Carlow community to address the threat posed by crime.	Number of high visibility crime checkpoints conducted.		Q1-Q4		
	Increasing the detection rate for property crime and crimes against the person in line with strategy statement commitments.	Increased detections for property crime		Q1-Q4		
	Increasing fingerprinting and photographing of arrested persons in the Kilkenny / Carlow division. (particularly post conviction fingerprints taken in accordance with Section 28 of the CJA 1984)	Number of fingerprints and photographs recorded.		Q1-Q4		
	Enhancing the crime investigative capacity in the Kilkenny / Carlow Division through a mentoring system whereby uniform members supplement resources on crime and drugs units on a rotational	Number of members rotated and mentored in detective and plain clothes units in Kilkenny / Carlow Division.		Q1-Q4	Each District Officer D/Insp. Hennebry	<b>Reduced crime and fear of crime in the Kilkenny /</b>

<b>Tackle crimes against the person</b>	basis for a predetermined period.				(Divisional Level).	<b>Carlow division.</b>
	Continuing to deploy resources to monitor Garda CCTV throughout the division.	Number of detections arising from CCTV footage.		Q1-Q4		
	Revitalising any inactive community policing and neighbourhood watch schemes throughout the division.	Number of active schemes.		Q1-Q4		
	Continuing to deploy resources and appointment of dedicated personnel to reinvigorate Business Watch schemes in Kilkenny City and Carlow	Number of members appointed to Business Watch		Q1-Q4		
	Tackling of sexual crimes, human trafficking and crimes against children using expertise at National Support Services to support investigations	Increased detections for crimes against the person.		Q1-Q4		
	Enhancing the organisations capability of managing the risks associated with sex offenders	No. of human trafficking offences identified and investigated		Q1-Q4		
	Number of formal and informal meetings with Probation Service & HSE		Q1-Q4		Each District Officer	<b>Reduced crime and fear of</b>
	Number of meetings					

	On-going consultation with agencies supporting victims of sexual abuse and domestic violence	with agencies supporting victims of sexual assault and domestic violence . Number of referrals to such agencies.	Q1-Q4	D/Insp. Hennebry (Divisional Level).	<b>crime in the Kilkenny / Carlow division.</b>
	Pro-active and analysis led policing of the night time economy.	Reduced assaults	Q1-Q4		
	High visibility policing at identified hot spots at peak times.	Improved detection rates for crimes against the person incidents.	Q1-Q4		
	Continuing to liaise closely with the HSE and conduct joint investigations into reports of crimes against children.	Number of Divisional Meetings convened regarding investigation of sexual offences, crimes against children and child welfare.	Q1-Q4		
	Continuing to commit resources to training and managing specialist victim interviewers in the Kilkenny / Carlow Division.	Number of specialist victim interviewers trained in the Division. Number of HSE referrals and joint investigations conducted. Number of 'HSE Notification Actions' in relation to crimes against children	Q4		
	Active engagement with the Kilkenny / Carlow	Number of JPC meetings	Q1-Q4	Each District	<b>Reduced</b>

	community to address the threat posed by crime.	attended			Officer	<b>crime and fear of crime in the Kilkenny / Carlow division.</b>
	Increasing the detection rate for property crime and crimes against the person in line with strategy statement commitments.	Improved detection rates		Q1-Q4	D/Insp. Hennebry (Divisional Level).	
	Revitalising any inactive community policing and neighbourhood watch schemes throughout the division.	Number of active schemes in the Kilkenny / Carlow Division		Q1-Q4		
<b>Divert young people from crime</b>	Working with other agencies to ensure that young people do not become involved in crime. Specifically, this will be achieved by challenging the behaviour of youths who offend, through the use of the Diversion Programme and Diversion Projects and where appropriate the Criminal Courts	Number of briefings provided to Divisional Management Team on the utilisation of the Diversion Programme, Garda Youth Diversion Projects and Garda Youth Crime Case Management in diverting young people away from criminal activity		Q1-Q4		
<b>Tackle organised crime</b>	Working in co-operation with National units such as the Criminal Assets Bureau and the Garda Bureau of Fraud Investigation to liaise where appropriate with the Director of Corporate Enforcement and other regulatory bodies to fully investigate complex commercial fraud cases using all the skills and resources at National Support.	The number of major investigation files submitted for consideration by the Director of Public Prosecutions in respect of criminal charges		Q1-Q4		

<p><b>Tackle e-crime and tackle white collar crime in all its forms</b></p>		Number of tax assessments raised against persons who have gained financially from criminal conduct (CAB)		Q1-Q4	Each District Officer	<p><b>Reduced crime and fear of crime in the Kilkenny / Carlow division.</b></p>
		Number of commercial fraud investigations commenced (GBFI)		Q1-Q4	D/Insp. Hennebry (Divisional Level)	
	Work in partnership with national and international agencies	Number of Intelligence reports generated relating to organised crime/ number of intelligence led operations carried out		Q1-Q4		
	Focusing on reducing e-crime using leading edge technology and through active engagement with the community and business stakeholders	Number of Joint investigations undertaken with Revenue/Customs Increased knowledge and competence in dealing with e-crime.		Q1-Q4		
	Proactive targeting of criminal organisations and individuals who engage in financial crime in areas of business, money laundering, terrorist financing and card payments	Number of production orders served pursuant to the Bankers Book Evidence Act and Sections 14,52,63,64		Q1-Q4		
	Continuing to conduct targeted policing operations against identified organised crime gangs in the Kilkenny / Carlow Division.	Number of profiles and intelligence reports submitted in respect of OCG activity in the		Q1-Q4	Each District	<b>Reduced crime and</b>



		<p>Kilkenny / Carlow Division.</p> <p>Reduced incidents of fraud and increased detections</p>		Q1-Q4	<p>Officer</p> <p>D/Insp. Hennebry (Divisional Level)</p>	<p><b>fear of crime in the Kilkenny / Carlow division.</b></p>
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## 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. We will develop and implement initiatives which deny the use of our roads for criminal activity.

Key Actions	This will be achieved by	Performance Indicators	Base Line	Time frame	Process Owner	Outcome
<b>Continued reduction in the incidents of fatal and serious injury collisions and deny the use of our roads network for criminal activity</b>	Continuing to deliver high visibility enforcement by targeting dangerous road user behaviour through: Strategically placed MAT (Mandatory Alcohol Testing) checkpoints.	Number of MAT Checkpoints performed and drivers arrested.		Q1-Q4	Each District Officer.	<b>Safer roads and improved road user behaviour leading to a reduction in deaths and serious injuries</b>
	Implementation of the Roads Safety Strategy 2007 - 2012.	Increased numbers of notices for speed limits Maintain numbers of arrests for drink driving Maintain numbers of notices for seatbelt wearing		Q1-Q4	Acting/ Divisional Traffic Inspector	
	Full use of speed detection equipment including ROBOT Van.	Maintain the number of offences detected with 80%		Q1-Q4		

<p>Increase roads policing capability in An Garda Síochána to deny the use of our roads for criminal activity</p>		of dedicated enforcement in speed enforcement zones using speed detection vehicles.		Q1-Q4		
	HGV's legislation and utilization of the mobile weigh bridge	Number of prosecutions under the Road Transport Legislation.		Q1-Q4	<p>Each District Officer.</p> <p>Acting/ Divisional Traffic Inspector</p>	<p><b>Safer roads and improved road user behaviour leading to a reduction in deaths and serious injuries</b></p>
	Multi-unit, multi-agency checkpoints to improve cooperation and coordination between units and other agencies	Number of Multi-Agency Checkpoints recorded.		Q1-Q4		
	Enhanced capability in the detection of drug driving	Field Impairment testing delivered to all operational members		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		
	Denying the use of our roads for criminal activity by:	Targeted High Visibility Strategy of Crime Checkpoints		Q1-Q4		

	<ul style="list-style-type: none"> <li>• Intelligence led roads policing operations based on local intelligence</li> </ul>	aimed at detecting travelling criminals completed and implemented		Q1-Q4		
	<ul style="list-style-type: none"> <li>• Increasing levels and quality of intelligence</li> </ul>	No of positive hits on ANPR in relation to Traffic related offences		Q1-Q4		
	<ul style="list-style-type: none"> <li>• The provision of appropriate resources and training to ensure effective roads policing</li> </ul>	Maintain existing level of traffic corps resources & training		Q4	Each District Officer.	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.		Q1-Q4	Acting/ Divisional Traffic Inspector	
	The delivery of Road Safety Module of the Garda Primary Schools Programme to each Primary School within the Division and to this end to train an additional sixteen members to deliver the Garda Schools Programme.	Number of Garda Primary Schools Programmes delivered.		Q1-Q4		
	Continue to confront and change the behaviour of youths who commit road traffic offences	Delivery of Restorative Justice Road Safety Programme to youths		Q1-Q4		

	<p>Utilisation of the ANPR system and continued training to achieve the full capabilities of the system.</p> <p>Attendance at monthly meeting of Regional Crime Conference</p>	<p>who have committed Road Traffic Offences. No. of Road Traffic referrals dealt with restoratively</p> <p>Number of Intelligence reports created on Pulse.</p> <p>Number of Regional Crime Conference attended</p>		<p>Q1-Q4</p> <p>Q1-Q4</p>	<p>Each District Officer.</p> <p>Acting/ Divisional Traffic Inspector</p>	<p><b>Safer roads and improved road user behaviour leading to a reduction in deaths and serious injuries</b></p>
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## 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
Reduce Public Disorder and Criminal Damage	Identify and proactively target local Public Order and Anti Social Behaviour 'Hot Spots'	Number of areas identified.		Q1-Q4	Each District Officer  Superintendent Dolan (Divisional Level)	Safer and more local peaceful communities
	Respond faster to reports of public disorder and anti-social behaviour	Public Order Incidents 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		
	Enhanced Community Safety through targeted high visibility foot and mobile patrols	Number of Fixed Charge Notices for Public Order		Q1-Q4		

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

<p style="text-align: center;"><b>Improve the feeling of safety in the community</b></p>	Object to the Granting of Licenses where appropriate	Numbers of prosecutions of Licensed Premises.	Q1-Q4	<p style="text-align: center;">Each District Officer</p> <p style="text-align: center;">Superintendent Dolan (Divisional Level)</p>	<p style="text-align: center;"><b>Safer and more peaceful local communities</b></p>
	Identify and Target known premises associated with Public Disorder	Number of objections to Special Exemptions Orders	Q1-Q4		
		Number of objections to Granting of licenses	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 licensed premises associated with Public Disorder profiled for prosecution	Q1-Q4		
	Conduct analysis of the Public attitude survey to establish findings relevant to each District within the Division	Number of Operations Conducted	Q1-Q4		
	Meetings with County Development Board Meetings with Joint Policing Committees	Number of Meetings held with County Development Board Number of Contributions made to County Development Board Number of meetings with Joint Policing Committees	Q1-Q4		
	Establish contact on Formal Basis with Vintners Federation in both All Administrations	Number of Meetings held with holders of Licensed Premises.	Q1-Q4		
			Q1		



<p><b>Improve the feeling of safety in the community</b></p>	<p>Conducting Two General Meetings between the Stakeholders Involved, An Garda Síochána Goal Four Team and Members of the JPC Sub Committee on Public Order.</p>	<p>Number of Meetings held with holders.</p>		<p>Q3</p>		
	<p>Design and Compile Information Leaflet for Transition Year Students regarding future implications of involvement in Public Order Incidents and the hazards of Alcohol. Such Pilot scheme may also to be Distributed under Respective Districts Goal Five Strategy regarding Schools Programme.</p>	<p>Information Leaflet for Transition Year Students compiled</p>		<p>Q4</p>	<p>Each District Officer</p> <p>Superintendent Dolan (Divisional Level)</p>	<p><b>Safer and more peaceful local communities</b></p>



## 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
<b>Improved understanding and responsiveness to community needs</b>	Ensuring that Community policing is embedded in all Communities	Continue development and updating of Community Policing Model across the Division in keeping with National Model.		Q1-Q4	Each District Officer	<b>Trust and Confidence in An Garda Síochána</b>
	Evaluating Community Alert and Neighbourhood Watch Strategies	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 hosted by the Divisional Officer	N.W. / Community Alert AGM held in each District				
	Each Community Policing Model to be subdivided into	Neighborhood's Established across Division		Q4		

Key Actions	This will be achieved by	Performance Indicators	Base Line	Time frame	Process Owner	Outcome
<p><b>Continue meaningful engagement with young people</b></p>	neighbourhoods for Policing Purposes					<p><b>Trust and Confidence in An Garda Síochána</b></p>
	Playing an active role in the operation of Joint Policing Committees (JPCs) and working in partnership with community groups	Number of JPC Meetings Attended.		Q1 – Q4		
	Implementing the recommendations of JPC Survey 2009	Number of JPC recommendations implemented.		Q1-Q4	Each District Officer	
	Maintenance of Campus Watch in Kilkenny and Carlow	Number of Campus Watch Meetings attended		Q1-Q4	Superintendent Redmond (Divisional Level)	
	Maintenance of Business Watch in Kilkenny and Carlow	Number of Business Watch Meetings attended		Q1 – Q4		
<p><b>Ensure the protection of vulnerable persons and groups</b></p>	The implementation of the Garda Youth and Children Strategy 2012-2014 and the continued delivery of Garda Primary and Secondary School Programmes	Year One of the Garda Youth and Children Strategy implemented		Q1 – Q4		
	The development of an implementation plan for Older People Strategy	Full implementation of and participation in Older People Strategy across Division. Garda Diversity and Older People Strategy as it pertains to the Division		Q1-Q4		
	Continued implementation of the Garda Diversity Strategy			Q4		

Key Actions	This will be achieved by	Performance Indicators	Base Line	Time frame	Process Owner	Outcome
<b>Recognising and responding to the needs of the victims of crime</b>	2009-2012, the Garda Older People Strategy, and the Safer Communities Campaign	implemented			Each District Officer	<b>Trust and Confidence in An Garda Síochána</b>
	Implementing An Garda Síochána Victims Charter and develop monitoring systems to drive that implementation	AGS Victims Charter implemented. Access present systems in place and develop/improve as necessary.		Q1-Q4	Superintendent Redmond (Divisional Level)	
	Reviewing the policy on Family Liaison Officers	Number of meetings with Family Liaison Officers and report submitted with recommendations  Access training needs and identify: Number of trained officers. Number of additionally trained FLO		Q1-Q4  Q2		



## 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
Workforce Planning	Supporting the implementation of the Public Service (Croke Park) Agreement 2010-2014	•Support a performance management framework for An Garda Síochána introduced within Division		Q1-Q4	Each District Officer  Superintendent Michael Nevin	<b>Highly motivated people</b>
		•Implementation of a new rostering system within Division to service greatest level of resources against most need		Q1-Q4		
		•The implementation of best reporting arrangements with maximum use of e-mail and text alerts		Q1-Q4		
	Enhance facilities for dealing with persons detained in custody	•Programme to update cell accommodation in Kilkenny		Q1-Q4		

Key Actions	This will be achieved by	Performance Indicators	Base Line	Time frame	Process Owner	Outcome
<p><b>Organisational Reform</b></p> <p><b>Ensure value for money and the innovative use of resources</b></p>	<p>Implement any improved procedures for the reporting of sickness absences and injury on duty to facilitate earlier intervention by Occupational Health Service, Employee Assistance Service and HR</p> <p>Alignment of the 2012 Garda budget with the Annual Policing Plan</p> <p>Working with Tendering Office, Garda Headquarters to develop common approach to procurement capacity processes across all procurement areas</p> <p>Developing the management of risk by the continued rollout and support for organisational wide risk management.</p> <p>Support the implementing the Garda Environmental and</p>	<ul style="list-style-type: none"> <li>Identify any improvements required in Carlow and Thomastown</li> </ul>		Q1-Q4	<p>Each District Officer</p> <p>Superintendent Michael Nevin</p> <p>Inspector Liam Connolly Inspector Conor O'Reilly</p>	<p><b>Better service to citizens</b></p>
		Reduced absences		Q1-Q4		
		Implementation of review of Injury on Duty Policy		Q1-Q4		
		Policing priorities financed within Divisional budget		Q1-Q4		
		A Divisional Procurement Plan driven by Divisional Procurement Committee		Q1		
		All Divisional risk registers maintained in line with organisation policy		Q4		
Train additional members in the management of risk completed						
		Implement the Garda		Q1-Q4		

Key Actions	This will be achieved by	Performance Indicators	Base Line	Time frame	Process Owner	Outcome
	Energy Strategy	Environmental Strategy within Division				