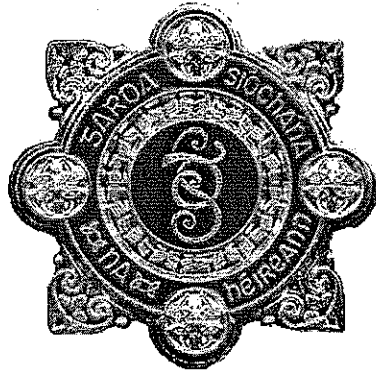


An Garda Síochána



Divisional Policing Plan 2005 for the Carlow/Kildare Garda Division.

For further information contact:

Office of the Chief Superintendent,
An Garda Síochána,
Naas,
Co Kildare .

Tel. 045 : 884310

Fax 045 : 884382

An Garda Síochána Strategic Goals 2005

1. **National/International Security** - To reduce the threat of subversive and terrorist activity through intelligence-led policing and international cooperation.
2. **Crime** - To reduce the incidence of organised, drug related and serious crime, and criminal behaviour.
3. **Traffic** - To reduce the incidence of fatal and serious injury collisions and improve traffic flow.
4. **Public Safety** - To ensure public safety by reducing the incidence of public disorder and anti-social behaviour.
5. **Public Confidence** - To improve confidence in An Garda Síochána.
6. **Ethnic and Cultural Diversity** - To build the capability of An Garda Síochána to fulfil the emerging policing needs of our diverse ethnic and multi-cultural communities.

Divisional Policing Plan 2005 – Carlow/Kildare Division

Foreword from the Carlow/Kildare Divisional Officer. Chief Superintendent Michael Byrnes.

The Garda Síochána in the Carlow/Kildare Division endeavor to provide a safe environment, whereby the people who reside in, work, or visit the area can go about their lawful business without fear of being a victim of criminal behavior.

The 2005 Policing Plan is constructed with the policing needs of the public in mind. The Policing Plan sets out in a realistic and measurable manner how the Garda Síochána Strategic Goals can be achieved in 2005. The Garda Síochána Strategic Goals have been identified by the public through the Annual Public Attitudes Survey. The Corporate Strategy document 2005-2007 and the 2004 Public Attitude Survey can be viewed on www.garda.ie.

This Plan identifies six Organisational Strategic Goals which must be advanced in the pursuit of the provision of a quality service to the public. Proposed Divisional actions are outlined in the pursuit of each Goal. Specific Divisional Performance Indicators are highlighted to quantify how successful the Divisional actions are in achieving the stated Goals.

The principal aim of the plan is to ensure public safety by providing a high quality policing service which takes cognisance of the policing requirements of every person in the Carlow/Kildare Garda Division.

I and all members of the Carlow/Kildare Division, are committed to providing a quality service to the community whom we serve and I will strive to ensure a quality service is provided at all times and if shortcomings are identified, they will be addressed immediately to the satisfaction of the provision of a quality service.

May I extend an invitation to any member of the public who may feel they have a view or suggestion to make, which may contribute to enhancing the policing service in the Carlow/Kildare Division to contact me at Naas Garda Station 045: 884310

Chief Superintendent
(M A Byrnes).

Dated February 1st, 2005

Divisional Policing Plan 2005 – Carlow/Kildare Division

An Garda Síochána Policing Plan 2005	
Strategic Goal One	National Performance Indicators
<p>National/International Security:</p> <p>To reduce the threat of subversive and terrorist activity through intelligence-led policing and international cooperation.</p>	<ul style="list-style-type: none"> ➤ The prevention of terrorist outrages in the State. ➤ Daily assessment of likely subversive and terrorist threats. ➤ Provision of current and timely threat assessments to the Minister for Justice, Equality and Law Reform. ➤ Number of persons prosecuted for subversive/terrorist activity. ➤ Containment of Irish dissident/paramilitary terrorist activity. ➤ Support of international efforts to counter terrorism. ➤ Volume of feedback from foreign intelligence agencies. ➤ Introduction of revised procedures for intelligence source handling. ➤ Volume of intelligence reports generated by the Garda organisation. ➤ Number of joint operations/meetings between An Garda Síochána and the Defence Forces in relation to State security. ➤ Number of joint operations/meetings between An Garda Síochána and other police services and law enforcement agencies. ➤ Number of security assessments in respect of persons and state installations. ➤ Number of security operations in relation to visiting VIPs.

Divisional Policing Plan 2005 – Carlow/Kildare Division

Divisional Policing Plan 2005	
Divisional Actions	Divisional Performance Indicators
<ul style="list-style-type: none"> • To collect and disseminate all intelligence on known and suspected members of subversive organisations residing in the Division • Provide adequate security for VIP's visiting the Division • Carry out threat assessment at National Installations situated in the Division • Identify and search areas of isolation in areas of forestation in the Division , which afford opportunities to subversives to assemble in secret • Enhance awareness within the Division of the need for participation in the intelligence gathering process, with particular reference to HQ 89/04 • Gardai in the Division will continue to liaise with National Units to ensure maximum knowledge is imparted in respect of International Terrorism • Ensure written communication forwarded from Division on subversives is accurate, up-to-date and timely. 	<ul style="list-style-type: none"> • Number of reports generated and submitted in the Division • The number of Security Operations carried out • Submission of threat assessment's and Security Report's • Number of searches carried out in isolated areas and the result of any findings • Number of briefings of staff by Supervisors/Criminal Intelligence Officer • Number of meetings held with personnel and Units met and communicated with • Number of reports forwarded and dates forwarded.

Divisional Policing Plan 2005 – Carlow/Kildare Division

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| <ul style="list-style-type: none">• Ensuring the Divisional Search team is kept at full strength and continually upskilled by receiving more and relevant training in light of the Divisional requirements• Ensuring that stringent and consistent controls are utilised in the granting of firearm certificate• The number of members appointed to detective units in the Division is to be continually reviewed to ensure there is a core Divisional detective unit which is geographically based on the Divisional policing requirements• Enhance Policy on Intelligence Source handling for greater transparency and accountability• The Divisional Profiler will work in conjunction with National Units to ensure the identification, tracing and seizure of criminal assets of persons engaged in criminal activity is dealt with expediently. | <ul style="list-style-type: none">• Number of members on the Divisional Search team. Training provided for in 2005.• Each District Officer to examine every application and grant/refuse certificates on the merit of the application.• Each District Officer to examine the number of detectives in his District and the allocation of same• Briefing of all members at District level on Intelligence Source Handling• No of criminals profiled in the Division and the outcome of investigations.• All District Officers are to carry out Quarterly reviews in respect of all Performance Indicators identified and submit a report to the Divisional Office at the end of each quarter. |
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Divisional Policing Plan 2005 – Carlow/Kildare Division

An Garda Síochána Policing Plan 2005	
Strategic Goal Two	National Performance Indicators
<p>Crime:</p> <p>To reduce the incidence of organised, drug related and serious crime, and criminal behaviour.</p>	<ul style="list-style-type: none"> ➤ Number of recorded headline crimes per 1,000 population and percentage detected. ➤ Number of headline sexual offences recorded and percentage detected. ➤ Number of crime prevention initiatives commenced. ➤ Number of referrals to National Juvenile Office, informal and formal cautions administered and prosecutions initiated. ➤ Number of persons reported missing, number traced and untraced. ➤ Drug supply offences recorded: number of searches, proceedings commenced and convictions. ➤ Number of recorded domestic burglaries per 1,000 dwellings. ➤ Percentage of recorded domestic burglaries detected. ➤ Number of recorded commercial burglaries. ➤ Number of recorded commercial burglaries detected. ➤ Number of repeat burglaries within 12 months. ➤ Vehicle crime* per 1,000 population. ➤ Percentage of vehicle crime detected and percentage of vehicles located. ➤ Number of reported domestic violence incidents. ➤ Number of breaches of orders made under the Domestic Violence Act, 1996/02. ➤ Number of repeat victims of domestic violence incidents in previous twelve months. ➤ Implementation of the relevant actions of the Government Drugs Strategy 2001–2008. ➤ Seizure of the proceeds of crime by the Criminal Assets Bureau. ➤ Effectiveness of information generated by Coastal Watch schemes. ➤ Number of operations targeting organised crime. ➤ Identification of the most active criminals and criminal gangs operating nationally. ➤ Number of crimes perpetrated against persons from ethnic/religious minority groups. ➤ Number of referrals to the Victim Support organisation. ➤ Number of Juvenile Liaison Officers who have received training in mediation. <p>* Vehicle Crime includes theft of mechanically propelled vehicles (MPVs), theft from MPVs and unauthorized taking of MPVs..</p>

Divisional Policing Plan 2005 – Carlow/Kildare Division

Divisional Policing Plan 2005	
Divisional Actions	Divisional Performance Indicators
<ul style="list-style-type: none"> • Identify and target drug suppliers in the Division , regularly searching suspects and collating information • Continue to develop partnerships with statutory and voluntary organisations with a view to prevent crime • Technically examine the scenes of all Headline Crimes with a static location as a scene. The services of the Divisional Scenes of Crime examiners to be fully utilised • Identify, profile and target individuals suspected of committing drug related , sexual and other criminal activity • Develop initiatives in conjunction with N.J.O to address dysfunctional youth and juvenile offenders • Ensure Victims Charter is adhered to and privacy for victim is maintained in conjunction with regular updating on the progress of investigations • A letter to be forwarded to the victims of all crimes in each District • Ensure all offenders of Domestic Violence are dealt with in accordance with Domestic Violence Policy • Ensure all intelligence is recorded and updated as required • Continue close liaison with National Units in targeting criminal activity on 	<ul style="list-style-type: none"> • Keep register of all suspected suppliers and record of all searches carried out • Number of crime prevention initiatives activated and programmes maintained, to include Neighbourhood watch, Community Alert, Business watch and Campus watch initiatives • Number of crime scenes and number of examinations • Number of headline crimes committed and percentage detected • Number of referrals to N.J.O, formal/informal cautions administered and number of prosecutions • Monitor referrals to Victim Support and ensure liaison person is established in all Headline Crimes • Number of letters forwarded to victims. • Number of arrests in relation to breaches of Domestic Violence monitored • PULSE system to be used by all members to update information. Validation to be minimised • Regular meetings to be held with National Units and Criminal Intelligence Officer to be

Divisional Policing Plan 2005 – Carlow/Kildare Division

<p>both a local and National basis</p> <ul style="list-style-type: none">• Members trained in the Schools Programme are to visit schools in their sub district and ensure issues in respect of crime are addressed to secondary school students• All members involved in criminal investigations are to be cogniscent of help that can be obtained from National Units. The Criminal Assets Bureau is to be notified where merited• Open Areas are to be identified in each District where drugs may be stored• The Divisional Collators are to jointly compile a list of all known Drug Dealers in the Division and circulate same to all Districts• District Officers are to use the M.I.S PULSE System to monitor crime and drug related incidents in their District . Each Officer is to develop a Strategic response to each trend noted	<p>used to communicate and compile information</p> <ul style="list-style-type: none">• Evaluate number of schools visited and content delivered• Number of times National Units utilised. Number of times Criminal Assets Bureau notified of specific investigations• Number of open areas searched for drugs• Number of persons included on this list and number of searches of suspects over period• Response received at Divisional Office to each crime and drug related incident occurring in the Division• All District Officers are to carry out quarterly reviews in respect of all Performance Indicators identified and submit a report to the Divisional Office at the end of each quarter
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Divisional Policing Plan 2005 – Carlow/Kildare Division

An Garda Síochána Policing Plan 2005	
Strategic Goal Three	National Performance Indicators
<p>Traffic</p> <p>To reduce the incidence of fatal and serious injury collisions and improve traffic flow.</p>	<ul style="list-style-type: none"> ➤ Twenty-five per cent reduction in the number of fatal road collisions. ➤ Number of road traffic collisions involving death or serious injury per 1,000 population. ➤ The number of detections of speeding vehicles in each Garda division. ➤ The number of detections for non-wearing of seat belts in each Garda division. ➤ Amount of time spent by members of An Garda Síochána attending Court. ➤ Number of arrests in each Garda division for driving while intoxicated. ➤ Number of breath tests conducted in each Garda division. ➤ Number of prosecutions for driving while under the influence of drugs. ➤ Number of offences of dangerous driving and careless driving prosecuted. ➤ Number of vehicles seized under Section 41 of the Road Traffic Act, 1996. ➤ Number of drivers under twenty-five years of age involved in road collisions. ➤ Satisfaction level of those involved in road collisions with Garda traffic collision investigation. ➤ The number of days spent on high visibility traffic policing/enforcement. ➤ The number of days spent on high visibility traffic-flow management by Gardai. ➤ The number of designated traffic Gardai in each Garda region/division. ➤ The number of detections of overweight vehicles in each Garda region/division. ➤ The number of detections of offences involving unauthorised use of Bus Lanes/Quality Bus Corridors.

Divisional Policing Plan 2005 – Carlow/Kildare Division

Divisional Policing Plan 2005	
Divisional Actions	Divisional Performance Indicators
<ul style="list-style-type: none"> • Increase the number of detections in respect of speeding offences on Regional Roads within the Division by ensuring checkpoints are held in strategic locations on a regular basis • A special emphasis to be put on the flow of traffic through primary and secondary routes on the weekend and holiday period when peak traffic flow can be expected • Reduce road deaths by targeting Collision Prone locations (CPLs) using overt and covert means of patrol and detection • Implementing blitz type operations in each District on a bi-monthly basis with a view to detecting and preventing lifesaver offences • Each Superintendent to draw up and implement a Traffic Management Plan to counteract collisions, ensuring C.P.L's are the focus of the plan and all known possible accident issues are outlined. • Personnel trained in Road Safety through education programmes to visit all schools in their area • Vigilant patrols to identify inadequate/worn/ missing signs or markings and ensure same are replaced/upgraded as required by contacting relevant Local Authority. 	<ul style="list-style-type: none"> • Number of checkpoints held . Number of speeding detections • Number of checkpoints held at week end and Holiday period • Number of routes patrolled both overtly and covertly • Number of Operations held in each District and number of offences detected. • Examination of locations identified and patrols/ checkpoints outlined for same. Examination of number of accidents at locations • Number of personnel in each District Number of schools visited • Number of issues identified for communication and number of times Local Authorities notified.

Divisional Policing Plan 2005 – Carlow/Kildare Division

<ul style="list-style-type: none">• Ensure close co-operation with Kildare, Carlow and Wicklow County Councils regarding traffic management within the Division through meeting forums arranged• Promoting the message of road safety through the mediums of press and local radio• Multiagency checkpoints are to be set up and held in conjunction with Gardaí from neighbouring Divisions and the Dublin Metropolitan Region.	<ul style="list-style-type: none">• Number of meetings held in respect of County Development Plan, Collision Prevention Programme and Local Authority local meetings.• Number of times radio and press are utilised for Garda dissemination and Garda appeal purposes• Number of multi-agency checkpoints held and locations of same• All District Officers are to carry out quarterly reviews in respect of all Performance Indicators identified and submit a report to the Divisional Office at the end of each quarter
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Divisional Policing Plan 2005 – Carlow/Kildare Division

An Garda Síochána Policing Plan 2005	
Strategic Goal Four	National Performance Indicators
<p>Public Safety:</p> <p>To ensure public safety by reducing the incidence of public disorder and anti-social behaviour.</p>	<ul style="list-style-type: none"> ➤ Perceptions of public safety as indicated in the Public Attitude Survey 2005. ➤ Number of public order incidents per 1,000 population. ➤ Number of proceedings for drunkenness. ➤ Number of proceedings for assault. ➤ Number of proceedings for failing to obey directions of a Garda. ➤ Number of offensive weapons seized. ➤ Number of proceedings under Sections 31, 32, 33 Intoxicating Liquor Act 1988. ➤ Number of violent crimes* per 1,000 population and percentage detected. ➤ Number of attacks on the elderly (over sixty-five years of age) and number of persons prosecuted. ➤ Number of Neighbourhood Watch and Community Alert Schemes operating and number of meetings held. ➤ Number of CCTV programmes completed. ➤ Number of headline and non-headline offences perpetrated against tourists. ➤ Number of Garda interventions at major events e.g. concerts, football matches etc. ➤ Number of prosecutions of license holders under the licensing laws. ➤ Number of applications for closure orders in respect of licensed premises. ➤ Issue the new Garda operational uniform and safety equipment in first half of 2005. <p>* All offences in the headline offence groups used in the Garda Síochána Annual Report: Group 1 Homicides, Group 2 Assaults, Group 3 Sexual Offences, Group 8 Robberies and the following offences, manslaughter (traffic fatality), Dangerous driving causing death, Dangerous driving causing serious bodily harm, Concealment of birth, Aggravated burglary, Abandoning a child and child neglect or cruelty.</p>

Divisional Policing Plan 2005 – Carlow/Kildare Division

Divisional Policing Plan 2005	
Divisional Actions	Divisional Performance Indicators
<ul style="list-style-type: none"> • Identify locations where Public Order is prevalent and detail foot and car patrols to patrol the areas at time of prevalence of incidents • Analyse Public Order trends and deploy staff accordingly • Regularly inspect all licensed premises and reinforce our advise to publicans on the law relating to the supply of alcohol • Identify licensed premises which supply alcohol to underage persons and enforce legislation • Identify areas where elderly persons reside and ensure high visibility policing is enforced to counteract any public order misbehaviour • J.L.O Officers to target a number of schools each year and give talk on public order/ drink abuse to specific classes • Owners/Managers of fast food outlets to be approached and advised of offences under 2003 Public Order Act, if offences occur in the vicinity. Prosecutions to ensue where deemed necessary. 	<ul style="list-style-type: none"> • Number of locations and patrols allocated Number of offences detected • Identification of new locations with increased number of incidents and new patrols allocated • Number of licensed premises inspected per month Number of offences for drunkenness and other infringements • Number of prosecutions for supply to underage persons. Number of meetings held with licence holders. • Number of patrols to be monitored. Any suspected cases of intimidation/misbehaviour to result in elderly person involved called to and re assured • Register of schools visited, dates visited • Number of venues visited, persons spoken to. Number of prosecutions.

Divisional Policing Plan 2005 – Carlow/Kildare Division

<ul style="list-style-type: none">• Refresher training is to be held for all members of the Public Order Unit on a regional, divisional and district emphasis• Each Superintendent is to review the necessity for a Juvenile Liaison Officer in his District and establish that the current allocation of Juvenile Liaison Officers in the Division meets the Divisional policing requirements on a policing efficiency and effectiveness basis• Each Superintendent to review and clarify the areas in his District which would benefit from a Youth Diversion Programme ensuring the criteria for applications are in existence. Application to be made in respect of most advantageous locations.• Continue liaison with local authorities at Committee level• This liaison to be extended in areas where not already in existence.	<ul style="list-style-type: none">• Number of members trained in 2005 Number of training sessions• Each Superintendent to report on referrals and Juvenile Liaison Officers workload in respect of his District• Number of applications from Division. Number of applications sanctioned.• All District Officers are to carry out quarterly reviews in respect of all Performance Indicators identified and submit a report to the Divisional Office at the end of each quarter.
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Divisional Policing Plan 2005 – Carlow/Kildare Division

An Garda Síochána Policing Plan 2005	
Strategic Goal Five	National Performance Indicators
<p>Public Confidence:</p> <p>To improve confidence in An Garda Síochána.</p>	<ul style="list-style-type: none"> ➤ Achieve the 2005 recruitment quota in line with Government targets. ➤ Percentage of emergency calls responded to within 15 minutes. ➤ Conduct a Public Attitude Survey in 2005. ➤ Assess the quality of Garda response in terms of timeliness, helpfulness, competence, sensitivity, politeness and interest. ➤ Number of complaints made against members of An Garda Síochána. ➤ Increase the number of referrals to Victim Support. ➤ Assess the satisfaction rating among victims of crime with being kept informed of case-progress. ➤ Participation in City and County Development Boards, R.A.P.I.D., and local community-led schemes. ➤ Assess public perception of Garda performance at local level (segmented by housing tenure), via the Public Attitude Survey. ➤ Assess the business community's perception of Garda performance at local level (segmented by retail, manufacturing, financial, and other service enterprises), via the Public Attitude Survey. ➤ Proportion of Garda time spent on outdoor duty. ➤ Number of Gardai available for operational duty per 1,000 population. ➤ Percentage satisfaction with response to incidents requiring an immediate response in each division. ➤ Ensure certification/validation of all PULSE entries within one month of the end of each quarter ➤ Increase the accuracy rate in PULSE data capture, via the PULSE Quality Board by 5%. ➤ Increase timeliness of data entry on PULSE by 5%. ➤ Ensure integrity of PULSE database by active supervisory review of records. ➤ Raise awareness of the quality of the service An Garda Síochána delivers. ➤ Build on the EFQM Excellence Model pilots at the Garda College and DMR South Central. ➤ Satisfaction with how a telephone query was handled, speed of answering, whether the respondent identified the station and gave his/her name. ➤ Percentage of emergency calls answered within 10 seconds. ➤ Percentage of letters answered within ten working days. ➤ Maintain financial projections within budget for planned policing activities.

Divisional Policing Plan 2005 – Carlow/Kildare Division

Divisional Policing Plan 2005	
Divisional Actions	Divisional Performance Indicators
<ul style="list-style-type: none"> • Ensure immediate response to emergency calls for assistance from the public. • All complaints from customers concerning the provision of service are to be resolved locally if that is appropriate and the District Officer will personally consult with and provide feedback to the complainant within 30 days. • Ensure the appointment of a liaison Garda following crimes causing trauma, incidents which occur in death and missing persons • Ensure that the victims of crime which are recorded on PULSE are supplied with a “ Letter to crime victim “ from the PULSE system • All members dealing with victims of crime to supply calling cards to victims • Ensure feedback to complainants and victims of crime within 30 days using the “ Call back“ system • Emphasize the quality service initiative to each member 	<ul style="list-style-type: none"> • To achieve this, calls will be prioritised on the basis of seriousness • Number of complaints and record of contact between District Officer and complainant • Register of all contact names to be kept at District level. Contact between member and family/person to be recorded • Number of letters sent to victims of crime and written communication received back • Record instances of victim inquiring of identity of Garda dealing with cases and establish why victim did not know name. Establish how many cards distributed. Superintendents to ensure sufficient calling cards are on issue to their District. • Record of complaints of non communication within 30 days • Each District Officer to brief the District force on the initiative and ensure standards are adhered to

Divisional Policing Plan 2005 – Carlow/Kildare Division

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| <ul style="list-style-type: none">• Continue to build on partnerships with statutory and non-governmental organisations.• Ensure maximum participation at local level in respect of R.A.P.I.D. programmes which refer to the Division• Ensure that Mission Statement, Garda Customer Charter and Privacy documents are displayed in all stations in the Division. | <ul style="list-style-type: none">• Meetings to be held regularly at local level with NGO's and Statutory Organisations• Record of new initiatives, meetings and outcomes to be kept at District level.• Each Superintendent to ensure documents outlined are displayed at station level and check same each quarter and confirm their continued display• All District Officers are to carry out quarterly reviews in respect of all Performance Indicators identified and submit a report to the Divisional Office at the end of each quarter. |
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An Garda Síochána Policing Plan 2005	
Strategic Goal Six	National Performance Indicators
<p>Ethnic and Cultural Diversity:</p> <p>To build the capability of An Garda Síochána to fulfil the emerging policing needs of our diverse ethnic and multi-cultural communities.</p>	<ul style="list-style-type: none"> ➤ Satisfaction levels with Garda service provided to members of ethnic/religious minority groups as indicated by the Public Attitude Survey for this period. ➤ Number of complaints from members of ethnic/religious minority groups relating to Garda service. ➤ Number of reported racially motivated offences. ➤ Steps taken to encourage members of ethnic and multi-cultural communities to join An Garda Síochána. ➤ Steps taken to remove constitutional, equivalence, and linguistic barriers which restrict entry to An Garda Síochána. ➤ Further improve the Garda service in immigration matters to all persons. ➤ Extent of increased interaction at national level between ethnic and multi-cultural communities and the Garda Racial and Intercultural Office and also at local level with Ethnic Liaison Officers. ➤ Enhance the foreign language capability within An Garda Síochána. ➤ Number of Gardai undertaking foreign language courses. ➤ Establishment of a database of language skills. ➤ Number of joint meetings between ethnic and multi-cultural communities and An Garda Síochána.

Divisional Policing Plan 2005 – Carlow/Kildare Division

Divisional Policing Plan 2005	
Divisional Actions	Divisional Performance Indicators
<ul style="list-style-type: none"> • Analyse and quantify racially motivated offences and crime in the Division, ensuring all are investigated fully • Ensuring feedback to victims of racially motivated crime within 30 days using the “ call back “ system • Ensure all appointed Aliens Officers are made aware of all legislation in respect of Ethnical and Cultural Groups • Ensure that there is a sufficient translator system in each District available to members dealing with different languages • Develop a knowledge and understanding into the policing requirements and concerns of multicultural communities by local staff • Encourage members to undergo language courses as part of career development • Build trust between ethnic minorities and multi cultural groups residing in the Division 	<ul style="list-style-type: none"> • Number of racially motivated incidents and crimes • Record of complaints of non communication within 30 days • Each District Officer to establish appointed Aliens officers in his District are satisfied with their training in the area. • Each District Officer to ensure there is a record kept at station level , which is updated as required. • Number of briefings by supervisors of staff with regard to sympathetic and understanding approach in our dealings with ethnic minorities • Members to be encouraged at District level at briefings to consider learning foreign languages and facilitated within reason if undertaking courses. • Increase in contact between the Garda Immigration Officers and members of the Ethnic and multi-cultural groups by structured meetings • All District Officers are to carry out Quarterly reviews in respect of all Performance Indicators identified and submit a report to the Divisional Office at the end of each quarter

Divisional Policing Plan 2005 – Carlow/Kildare Division

Divisional Contact Details:	
Chief Superintendent M. A. Byrnes, An Garda Síochána, Naas, Co. Kildare.	
Telephone.	045: 884311
Fax	045: 884382
Garda Website	www.garda.ie
Superintendent John Murphy An Garda Síochána, Kildare Co. Kildare	
Telephone.	045: 527737
Fax	045 : 527735
Garda Website	www.garda.ie
Superintendent Tom Neville An Garda Síochána, Naas, Co. Kildare	
Telephone.	045: 884315
Fax	045: 866729
Garda Website	www.garda.ie
Superintendent Michael Mc Kenna An Garda Síochána, Carlow, Co. Carlow	
Telephone.	059: 9136620
Fax	059: 9136624
Garda Website	www.garda.ie
Superintendent T. Mulligan An Garda Síochána, Baltinglass, Co. Wicklow	
Telephone.	059 : 6482617
Fax	059 6482614
Garda Website	www.garda.ie