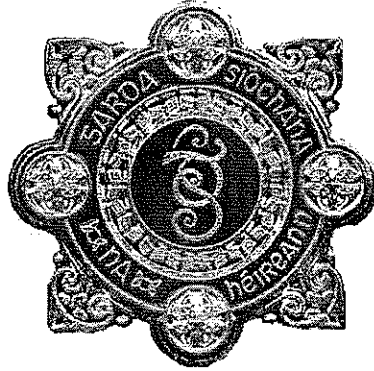


# An Garda Síochána



## **Divisional Policing Plan 2006 Carlow/Kildare Garda Division.**

*For further information contact:*

**Office of the Chief Superintendent,**

**An Garda Síochána,**

**Naas,**

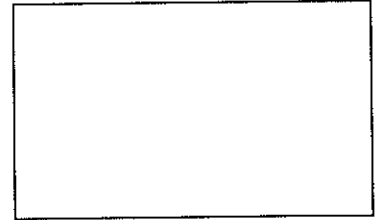
**Co. Kildare.**

**Tel. 045 884310**

**Fax. 045 884382**

**An Garda Síochána Strategic Goals 2006**

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.



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

**In 2006 An Garda Síochána in the Carlow/Kildare Division will endeavour to provide a safer Ireland through Policing Excellence, 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 behaviour.**

**The 2006 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 Organisational Strategic Goals can be achieved in 2006 using the core universal principles of legality, necessity, proportionality, accountability and non discrimination.**

**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 together with all Gardaí in Carlow/Kildare Divison, 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 at 045: 884310**

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Chief Superintendent  
( M A Byrnes).

Dated January, 2006

**GOVERNMENT POLICING PRIORITIES FOR 2006**

**Organised Crime/Drugs**

1. To target organized crime, including drug trafficking, the gun culture associated with it, reducing the volume of illicit drugs and access to those drugs in the context of the National Drugs Strategy 2001- 2008, and targeted operations such as Operation Anvil.

**Terrorism**

2. To place continued emphasis on combating paramilitary activities with specific regard to dissident republicans and the seizure of assets of all unlawful organizations.

**Public Safety/Confidence**

3. Increase public confidence in law enforcement through significantly increased high visibility policing at key public interfaces.
4. To review local policing arrangements in communities in the RAPID Programme Areas where local residents are seeking to have issues such as persistent vandalism, low and high level intimidation and other anti-social behaviour more effectively addressed.
5. To monitor and improve response times to emergency calls where a direct threat to life or personal property is at issue.

**Organisational and deployment issues.**

6. To establish and develop a voluntary Garda Síochána Reserve, with the objective of having 900 members in place by September, 2006.
7. To relieve members of An Garda Síochána of administrative duties to the greatest extent possible, through civilianisation, outsourcing and the use of technology.
8. To co-operate in the full implementation of the Garda Síochána Act 2005 and the new oversight arrangements which will be established.

**Road Traffic Law Enforcement**

9. To increase the strength of the Garda Traffic Corps in the course of 2006 from 563 to 805.
10. Continue to work towards the targets, relating to deaths, in the Government's Road Safety Strategy, paying particular attention to drink driving, the visibility of Garda traffic policing, the outsourcing and operation of speed cameras, and the extension of the range of penalty point and fixed charge offences.
11. Contribute to the effective management of traffic particularly through liaising proactively with local authorities.

**Crime Prevention and Reduction**

12. To focus on crime prevention and reduction, in co-operation with the local authorities through the Joint Policing Committees (to be established in 2006).
13. To focus on high value white collar crime, trading in contraband goods.
14. To expand significantly Garda Youth Diversion Schemes.

**Under Age Drinking etc**

15. To increase countrywide the level of enforcement in relation to under-age drinking and drinking in public places.

**Rural Crime Prevention**

16. To take effective steps to protect vulnerable people living in isolated areas.

**Illegal immigration and trafficking in people**

17. To deploy the necessary resources to tackle effectively illegal immigration and trafficking.

**Crime Statistics**

18. To submit quarterly crime statistics on a Divisional basis.

**An Garda Síochána Policing Plan 2006**

**STRATEGIC GOAL ONE – NATIONAL/INTERNATIONAL SECURITY**

**To Reduce the threat of Subversive and terrorist activity through Intelligence-led Policing and International co-operation**

<b>Actions</b>	<b>National Performance Indicators</b>
<ul style="list-style-type: none"> <li>➤ Initiate intelligence-led operations against the various factions within dissident republican groups.</li> <li>➤ Develop and improve the quality of intelligence by broadening the intelligence source base in all sections of An Garda Síochána.</li> <li>➤ Develop initiatives aimed at identifying, preventing and/or disrupting the activities of radical Islamic extremists.</li> <li>➤ Develop and maintain the exchange of intelligence between An Garda Síochána and Law Enforcement and security agencies worldwide.</li> <li>➤ Provide specialist assistance to Regional Commissioners against selected targets on an intelligence-led basis.</li> </ul>	<ul style="list-style-type: none"> <li>➤ Number of Garda operations commenced.</li> <li>➤ Number of prosecutions initiated.</li> <li>➤ The implementation of the national Covert Human Intelligence System (CHIS)</li> <li>➤ Number of Gardaí trained in CHIS</li> <li>➤ Number of Crime analysts employed</li> <li>➤ Volume of intelligence gathered/exchanged.</li> <li>➤ Number of initiatives developed</li> <li>➤ Number of operations commenced</li> <li>➤ Number of Garda members operating on external borders</li> <li>➤ Number of international seminars/conferences and training programmes attended.</li> <li>➤ Volume of intelligence exchanged</li> <li>➤ Number of European Arrest Warrants sought and received.</li> <li>➤ Number of partnership arrangements in place/developed.</li> <li>➤ Number of briefings to the Department of Justice, Equality and Law Reform.</li> <li>➤ Number of threat assessments prepared.</li> <li>➤ Number of meetings with international partners.</li> <li>➤ Number of operations mounted in each Garda Region</li> <li>➤ Number of arrests of subversive/terrorist suspects</li> <li>➤ Quantity of arms/explosives seized.</li> <li>➤ Number of briefings provided to Regional Commissioners by Crime and Security Section.</li> </ul>

<b>Divisional Policing Plan 2006</b>	
<b>Divisional Actions</b>	<b>Divisional Performance Indicators</b>
<ul style="list-style-type: none"> <li>• To collect and disseminate all intelligence on known and suspected members of subversive organisations residing in the Division.</li>   <li>• Provide adequate security for VIP's visiting the Division.</li>   <li>• Carry out threat assessment at National Installations situated in the Division.</li>   <li>• Identify and search areas of isolation and areas of forestation in the Division, which afford opportunities to subversives to assemble in secret.</li>   <li>• Enhance awareness within the Division of the need for participation in the intelligence gathering process, with particular reference to HQ 89/04.</li>   <li>• Gardaí in the Division will continue to liaise with National Units to ensure maximum knowledge is imparted in respect of International Terrorism.</li> </ul>	<ul style="list-style-type: none"> <li>• Number of reports generated and submitted in the Division. The Criminal Intelligence Officers (C.I.O) to generate specific Intelligence reports on subversion, dissident republican groups and radical Islamic extremists.</li>   <li>• The number of Security Operations carried out.</li>   <li>• Submission of threat assessments and Security Reports</li>   <li>• Number of searches carried out in isolated areas and the result of my findings.</li>   <li>• C.P.D. Section to provide training in this area, as required.,</li>   <li>• No. of Bulletins produced by C.I.O.</li>   <li>• Supervisors to ensure liaison is made.</li> </ul>

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| <ul style="list-style-type: none"> <li>• Ensure written communication forwarded from Division on subversives is accurate, up to date and timely.</li> <li>• Ensuring the Divisional Search team is kept at full strength and continually upskilled by receiving more and more relevant training in light of the Divisional requirements.</li> <li>• Ensuring that stringent and consistent controls are utilised in the granting of firearm certificates.</li> <li>• 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.</li> <li>• Review Database in each District on Dissident/Subversive Groups.</li> <li>• 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.</li> </ul> | <ul style="list-style-type: none"> <li>• Supervisors to monitor and report short comings.</li> <li>• Number of members on the Divisional Search Team.</li> <li>• Training provided in 2006 as required.</li> <li>• Monitor equipment and training<br/>[Supervisory Sergeants to perform this function]</li> <li>• Each District Officer to examine every application and grant/refuse certificates on the merit of the application.</li> <li>• Each District Officer to examine the number of Detectives in his District and the location of same.</li> <li>• District Officer to nominate a Detective Garda to carry out this function. Report by 1/3/06 to Divisional office.</li> <li>• No. of criminals profiled in the Division and the outcome of investigations.</li> </ul> |
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	<ul style="list-style-type: none"><li>• 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.</li></ul>
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**An Garda Síochána Policing Plan 2006****STRATEGIC GOAL TWO – CRIME****To reduce the incidence of organised, drug related and serious crime and criminal behaviour**

<b>ACTIONS</b>	<b>National Performance Indicators</b>
<ul style="list-style-type: none"> <li>➤ Identify and profile, at Divisional level, the main individual/groups engaged in; organised/serious crime and drug related crime.</li> <li>➤ Implement the Code of Practice for the management of Covert Human Intelligence Sources</li> <li>➤ Further develop criminal intelligence capability at Divisional/District Level.</li> <li>➤ Further develop crime investigation management capability.</li> <li>➤ Reduce the incidence of crime by 2% and increase detection rates by 2%</li> <li>➤ Conduct risk assessments of high risk/vulnerable targets in each Division.</li> </ul>	<ul style="list-style-type: none"> <li>➤ Number of individuals/groups profiled</li> <li>➤ Monthly review of profiles carried out by Divisional Officers</li> <li>➤ Number of intelligence reports on the targeted individuals/groups.</li> <li>➤ Number of regional threat assessments prepared.</li> <li>➤ Dissemination of Code of Practice to all members of the service.</li> <li>➤ Number of Garda personnel trained at each level.</li> <li>➤ Number of intelligence bulletins issued by Criminal Intelligence Officers (CIOs).</li> <li>➤ Criminal Intelligence Officer (CIO) will disseminate a monthly Intelligence Bulletin to Stations within his/her Division.</li> <li>➤ Number of briefings of members of the Divisional Staff by the CIO.</li> <li>➤ Identify and seek to build partnerships with appropriate external stakeholders.</li> <li>➤ Development of specific courses in crime investigation management.</li> <li>➤ Number of personnel who completed these courses.</li> <li>➤ Development of a DNA database in association with the Forensic Science Department of An Garda Síochána and the Department of Justice, Equality and Law Reform.</li> <li>➤ Number of headline crimes recorded and the percentage detected.</li> <li>➤ Number of non-headline crimes recorded and the percentage detected.</li> <li>➤ Number of targeted operations to reduce specified headline crimes.</li> <li>➤ Number of domestic violence incidents/breaches of Court Orders</li> <li>➤ Number of risk assessments carried out which are followed up with appropriate crime prevention advice. Number of persons provided with crime prevention advice after assessment.</li> </ul>

<b>Divisional Policing Plan 2006</b>	
<b>Divisional Actions</b>	<b>Divisional Performance Indicators</b>
<ul style="list-style-type: none"> <li>• Identify and target drug suppliers in the Division , regularly searching suspects and collating information</li>   <li>• Continue to develop partnerships with statutory and Voluntary Organisations with a view to prevent crime</li>   <li>• 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</li>   <li>• Monitor crime and Anti Social behavior within the Division</li>   <li>• Develop initiatives in conjunction with N.J.O to address dysfunctional youth and juvenile offenders.</li> </ul>	<ul style="list-style-type: none"> <li>• Keep Register of all suspected suppliers and record all searches carried out</li>   <li>• Criminal Intelligence Officer in Carlow and Naas Districts to collate and disseminate all information on drug dealers and active criminals in the Division.</li>   <li>• Circulate Intelligence Bulletins.</li>   <li>• Number of crime prevention initiatives activated and programmes maintained, to include Neighbourhood Watch, Community Alert, Business watch and Campus watch initiatives</li>   <li>• Develop the Initiative under the auspices of the County Development Board and Athy “ Rapid” programme under the heading “ Community voice in Policing “.</li>   <li>• Number of crime scenes and number of examinations.</li>   <li>• Outcome of examinations.</li>   <li>• Number of incidents reported and percentage detected</li>   <li>• Number of referrals to N.J.O formal/informal cautions administered and number of prosecutions</li>   <li>• Submit proposals for Youth Diversion Programme, Carlow, Kildare and Naas</li> </ul>

<ul style="list-style-type: none"> <li>• Ensure Victims Charter is adhered to and privacy for victim is maintained in conjunction with regular updating on the progress of investigations</li> <li>• Ensure all offenders of Domestic Violence are dealt with in accordance with Domestic Violence Policy</li> <li>• Ensure all intelligence is recorded and updated as required</li> <li>• Continue close liaison with National Units in targeting Criminal activity on both a local and National basis</li> <li>• 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</li> <li>• All members involved in criminal investigations are to be cognisant of help that can be obtained from National Units. The Criminal Assets Bureau is to be notified where merited</li> <li>• Open Areas are to be identified in each District where drugs may be stored</li> <li>• 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</li> </ul>	<ul style="list-style-type: none"> <li>• Monitor referrals to Victim Support groups and ensure liaison person is established in all headline crimes Forward letter to victim.</li> <li>• Number of arrests in relation to breaches of Domestic Violence monitored</li> <li>• PULSE system to be used by all members to update information. Validation to be minimised</li> <li>• Regular meetings to be held with National Units and Criminal Intelligence Officer to be used to communicate and compile information</li> <li>• Evaluate number of schools visited and content delivered</li> <li>• Number of times National Units utilised.</li> <li>• Number of times Criminal Assets Bureau notified of specific investigations</li> <li>• Number of open areas searched for drugs</li> <li>• Number of times Divisional Search Team utilised</li> <li>• Report trends to Divisional Office.</li> </ul>
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|  | <ul style="list-style-type: none"><li>• 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.</li></ul> |
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**An Garda Síochána Policing Plan 2006**

**STRATEGIC GOAL THREE**

**To reduce the incidence of fatal and serious injury collisions and improve traffic flow**

<b>ACTIONS</b>	<b>National Performance Indicators</b>
<p>Traffic Corps will spend 20% of duty time patrolling on single-lane carriageways at collision-prone locations.</p>	<ul style="list-style-type: none"> <li>➤ Percentage of Traffic Corps duty time spent patrolling single-lane carriageways at collision-prone locations.</li> </ul>
<p>Increase arrest rate for driving while intoxicated by 15% in 2006.</p>	<ul style="list-style-type: none"> <li>➤ Number of arrests for driving while intoxicated per Division per month.</li> <li>➤ Number of breath tests per Division per month.</li> </ul>
<p>Traffic Corps will spend 30% of duty time on speed enforcement</p>	<ul style="list-style-type: none"> <li>➤ Percentage of Traffic Corps duty time spent on speed enforcement.</li> <li>➤ Increase speeding detections by 15%</li> </ul>
<p>Gardai will spend 20% of duty time on static, high visibility vehicle checkpoints.</p>	<ul style="list-style-type: none"> <li>➤ Percentage of Traffic Corps Duty time spent on static, high visibility checkpoints.</li> <li>➤ Percentage of non-Traffic Corps Garda duty time spent on static, high visibility checkpoints.</li> </ul>
<p>Educate road users through radio/TV broadcasts, and road shows.</p>	<ul style="list-style-type: none"> <li>➤ Arrange for two road shows per Division during 2006.</li> <li>➤ One weekly road safety broadcast on each local radio station in each Division.</li> <li>➤ Road safety will be featured on six Crimecall Programmes in 2006.</li> </ul>

<p>Traffic Corps units will spend 10% of duty time on covert road traffic policing.</p> <p>Establish a benchmark for each Division regarding the time spent by Gardai dealing with traffic management.</p> <p>Increase the strength of the Traffic Corps by 244 in 2006 with a proportionate increase in the transport allocation.</p>	<ul style="list-style-type: none"> <li>➤ Percentage of Traffic Corps duty time spent on covert road traffic policing.</li> <li>➤ Increase detections for dangerous driving related offences by 15%</li> <li>➤ Percentage of Traffic Corps duty time spent on traffic management in each Division.</li> <li>➤ Garda time spent on traffic duties at peak periods and at special events (e.g. Operation Freeflow etc).</li> <li>➤ Number of static high visibility checkpoints carried out by non-Traffic Corps Gardai per Division per month.</li> <li>➤ Number of additional members allocated to the Garda Traffic Corps per quarter.</li> <li>➤ Number of additional patrol vehicles allocated to the Garda Traffic Corps per quarter.</li> </ul>
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<b>Divisional Policing Plan 2006</b>	
<b>Divisional Actions</b>	<b>Divisional Performance Indicators</b>
<ul style="list-style-type: none"> <li>• 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.</li>   <li>• A special emphasis to be put on the flow of traffic through primary and secondary routes on the weekend and holiday periods when peak traffic flow can be expected.</li>   <li>• Reduce road deaths by targeting Collision Prone Locations using overt and covert means of patrol and detection.</li>   <li>• Implementing Blitz type operations in each District on a bi-monthly basis with a view to detecting and preventing lifesaver offences.</li>   <li>• 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.</li> </ul>	<ul style="list-style-type: none"> <li>• Number of checkpoints held Number of speed detections Increase speeding detections by 15% on 2005 figures.</li>   <li>• Increase dangerous driving related offences detections by 15% on 2005.</li>   <li>• Number of checkpoints held at weekend and holiday periods.</li>   <li>• 20% of Traffic Corps time to be spent on primary and secondary routes.</li>   <li>• Number of routes patrolled both overtly and covertly. Traffic Corps to spend 20% of time patrolling collision prone locations.</li>   <li>• Number of Operations held in each District and number of offences detected.</li>   <li>• Examination of locations identified and patrols/checkpoints outlined for same. Examinations of number of accidents at locations.</li> </ul>



- Personnel trained in Road Safety through Education Programme 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 Local Authority.
- Ensure close co-operation with Kildare, Carlow and Wicklow Co. Co. regarding traffic management within the Division through meetings/forums arranged.
- Promoting the messages of road safety through the mediums of press and local radio.
- Multi-agency checkpoints are to be set up and held in conjunction with Gardaí from neighbouring Divisions and the Dublin Metropolitan Region.
- Establish a bench mark for each District regarding the time spent by Gardaí on traffic management.
- Review of Traffic Corps personnel.
- Traffic accident investigation.

- Number of personnel in each District .  
Number of schools visited
- Number of issues identified for communication and number of times Local Authorities notified.
- 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.
- Percentage of Traffic Corps duty time spent on traffic routes. 10% of traffic management by Traffic Corps to be spent on covert road traffic policing.
- Traffic Corps strength to be increased in line with National allocations.
- Train and equip one Sergeant on Forensic Examination i.e. investigation of Road Traffic Accidents scenes.

**An Garda Síochána Policing Plan 2006**

**STRATEGIC GOAL FOUR – PUBLIC SAFETY**

**To ensure public safety by reducing the incidence of public disorder and anti-social behaviour**

<b>ACTIONS</b>	<b>National Performance Indicators</b>
<p>Review deployment of Gardai and methods of patrolling on a quarterly basis to reduce assaults.</p> <p>Create a customer “feeling of safety” index for year on year benchmarking.</p> <p>Identify public disorder hot-spots in consultation with stakeholders and deploy resources accordingly.</p> <p>Utilise CCTV to enhance public safety</p>	<ul style="list-style-type: none"> <li>➤ Number of reviews conducted at Divisional level.</li> <li>➤ Decrease by 10% the number of assaults.</li> <li>➤ Number of violent crimes per 1,000 population and percentage detected.</li> <li>➤ Number of prosecutions for public order offences.</li> <li>➤ Achieve an 85% satisfaction rating in the Public Attitude Survey 2006.</li> <li>➤ Achieve a 70% rating in the Public Attitude Survey 2006 regarding “feeling of safety in local neighbourhoods after dark”</li> <li>➤ Achieve 85% rating in the Public Attitude Survey 2006 regarding “feeling of safety on homes alone at night”</li> <li>➤ Number of public disorder hot-spots per Division.</li> <li>➤ Number of joint initiatives undertaken with stakeholders.</li> <li>➤ Number of uniform foot patrols per quarter</li> <li>➤ Number of uniform cycle patrols per quarter</li> <li>➤ Number of uniform mobile patrols per quarter.</li> <li>➤ Percentage of Garda Divisions with CCTV systems installed.</li> <li>➤ Percentage increase in number of systems operational in 2006 (over 2005)</li> </ul>

<b>Divisional Policing Plan 2006</b>	
<b>Divisional Actions</b>	<b>Divisional Performance Indicators</b>
<ul style="list-style-type: none"> <li>• Identify locations where Public Order is prevalent and detail foot and car patrols to patrol the areas at time of prevalence of incidents.</li>   <li>• Analyse Public Order trends and deploy staff accordingly</li> <li>• Regularly inspect all licensed premises and reinforce our advise to publicans on the law relating to the supply of alcohol</li> <li>• Identify Licensed premises which supply alcohol to underage persons and enforce legislation</li> <li>• Identify areas where elderly persons reside and ensure high visibility policing is enforced to counteract any public order misbehaviour</li> <li>• J.L.O. Officers to target a number of schools each year and give talk on public order/alcohol abuse to specific classes</li> <li>• 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</li> </ul>	<ul style="list-style-type: none"> <li>• Number of locations and patrols allocated Number of offences detected.</li> <li>• Reduce the number of assaults by 10% on 2005.</li>   <li>• Identification of new locations with increased number of incidents and new patrols allocated</li> <li>• Number of licensed premises inspected per month Number of offences for drunkenness and other infringements</li>   <li>• Number of prosecutions for supply of alcohol to underage persons. Number of meetings held with licence holders.</li> <li>• Number of patrols to be monitored. Any suspected cases of intimidation/misbehaviour to result in elderly person involved visited and reassured.</li>   <li>• Register of schools visited, dates visited</li>   <li>• Number of venues visited , persons spoken to Number of prosecutions</li> </ul>

- Refresher training is to be held for all members of the Public Order Unit on a Regional, Divisional and District emphasis.
- Each Superintendent to review and clarify the areas in their District which would benefit from a Youth Diversion Programme ensuring the criteria for applications are in existence. Applications to be made in respect of the most suitable locations.
- Continue Liaison with Local Authorities at Committee level
- Utilise C.C.T.V to enhance Public Safety
- 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

- Number of members trained in 2006  
Number of training sessions.  
  
[Bronze Commanders to liaise with Silver Commanders in this regard]
- Submit proposals in respect of
  - (1) Kildare District ( The Curragh)
  - (2) Naas District ( Celbridge)
  - (3) Carlow District ( Athy )
- Meetings held with Naas Town Council, Athy Town Council and Carlow County Council in respect of the “ Rapid” programme to be extended to authorities and areas where not in existence at present
- Encourage the installation of C.C.T.V in Naas ( Naas Town Council) and Athy ( Rapid Initiative)
- Each Superintendent to report on referrals and Juvenile Liaison Officers workload in respect of his District

	<ul style="list-style-type: none"><li>• 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</li></ul>
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**An Garda Síochána Policing Plan 2006**

**STRATEGIC GOAL FIVE**

**To improve confidence in An Garda Síochána**

<b>ACTION</b>	<b>National Performance Indicators</b>
<p>Enhance our engagement with the community in preparation for full implementation of the Garda Síochána Act 2005</p>	<ul style="list-style-type: none"> <li>➤ Number of Continuous Professional Development courses which include a focus on the Garda Síochána Act 2005.</li> <li>➤ A minimum of two public meetings per District per year.</li> <li>➤ Number and type of networks developed to enhance public confidence.</li> </ul>
<p>Increase Garda presence /visibility in public places.</p>	<ul style="list-style-type: none"> <li>➤ Number of uniform foot patrols per quarter</li> <li>➤ Number of uniform cycle patrols per quarter</li> <li>➤ Number of uniform mobile patrols per quarter</li> <li>➤ Percentage of Garda management time on uniform outdoor supervisory duty</li> <li>➤ Number of Garda reserve members selected/trained.</li> </ul>
<p>Provide an immediate response to emergencies</p>	<ul style="list-style-type: none"> <li>➤ Number of 999/112 calls answered within 20 seconds.</li> <li>➤ 65% of emergency/priority one calls responded to within 15 minutes and 90% within 30 minutes.</li> <li>➤ Number of complaints regarding emergency response service.</li> </ul>
<p>Provide feedback to victims of crime.</p>	<ul style="list-style-type: none"> <li>➤ Number of letters to crime victims generated by the PULSE system.</li> <li>➤ Number of letters issued to burglary, robbery and assault victim (Sect 2, 3, &amp; 4 Non-Fatal Offences Act 1997) as a percentage of the total incidents of these crimes.</li> <li>➤ Number of letters from crime victims responded to within 10 days.</li> <li>➤ Increase, by 10% , the number of follow-up letters issued to crime victims regarding significant case developments.</li> </ul>
<p>Target the most common sources/causes of complaints made against members of An Garda Síochána.</p>	<ul style="list-style-type: none"> <li>➤ Reduce admissible complaints against An Garda Síochána by 5%</li> <li>➤ Number of conflict resolution training programmes provided for personnel, including management</li> <li>➤ Number of specific training programmes for selected Garda personnel who are subject of multiple complaints at Divisional level.</li> </ul>
<p>Assess the quality of service provided to the public..</p>	<ul style="list-style-type: none"> <li>➤ Conduct Public Attitude Survey 2006</li> <li>➤ Publish results of Public Attitude Survey by March 2006.</li> <li>➤ Formulate an implementation plan to action areas for improvement.</li> </ul>

<b>Divisional Policing Plan 2006</b>	
<b>Divisional Actions</b>	<b>Divisional Performance Indicators</b>
<ul style="list-style-type: none"> <li>• Ensure immediate response to emergency calls for assistance from the public.</li>   <li>• 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 10 days.</li> <li>• Ensure the appointment of a liaison Garda following crimes causing trauma, incidents which occur in death and missing persons</li> <li>• Ensure that the victims of crime which are recorded on Pulse are supplied with a “ Letter to crime victim “ from the Pulse system</li> <li>• All members dealing with victims of crime to supply calling cards to victims</li>   <li>• Ensure feedback to complainants and victims of crime within 10 days using the “ Call back“ system</li> </ul>	<ul style="list-style-type: none"> <li>• To achieve this, calls will be prioritised on the basis of seriousness Number of 999/112 calls answered within 20 Seconds. 65% of emergency/priority one calls responded to within 15 minutes and 90% within 30 minutes.</li>   <li>• Number of complaints and record of contact between District Officer and complainant.</li> <li>• Reduce number of admissible complaints by 5% on 2005.</li>   <li>• Register of all contact names to be kept at District level . Contact between member and family/person to be recorded</li>   <li>• Number of letters sent to victims of crime and written communication received back. The number of follow up letters to be increased by 10%</li>   <li>• Record instances of victims inquiring as to the identity of Garda dealing with cases and establish why victim did not know name.</li>   <li>• Record of complaints of non communication within 10 days</li> </ul>

- Emphasise the quality service initiative to each member
- 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.
- Increase Garda Presence/Visibility in Public areas.

- Enhance our engagement with Community stakeholders in preparation for full implementation of An Garda Síochána Act, 2005

- Monitor complaints from the Public made against members of An Garda Síochána

- Each District Officer to brief their District force on the initiative and ensure standards are adhered to
- 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.
- Liaison Garda with R.A.P.I.D. areas of Carlow and Athy
- Each Superintendent to ensure documents outlined are displayed at station level and check same each quarter and confirm their continued display
- Increase Uniform, foot, cycle, mobile and management patrols.
- Increase number of mountain bikes to Kildare District
- Satisfaction rating with An Garda Síochána in the Carlow/Kildare Division in 2005 was 84%. Maintain and improve on this figure in 2006. C.P.D course to focus on An Garda Síochána Act 2005. Develop networks to ensure and enhance public confidence in An Garda Síochána.
- Identify trends and take corrective action. Reduce admissible complaints made against members by 5%.



	<ul style="list-style-type: none"><li>• 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</li></ul>
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**An Garda Síochána Policing Plan 2006**

**STRATEGIC GOAL SIX – 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**

<b>ACTIONS</b>	<b>National Performance Indicators</b>
<p>Develop a clear policy for consultation with cultural and ethnic minorities on policing and service provision on an ongoing basis.</p>	<ul style="list-style-type: none"> <li>➤ Number of representatives of ethnic and cultural minorities on local Garda/Community committees.</li> <li>➤ Bi annual meetings with ethnic and cultural groups in Division.</li> <li>➤ Existence of policy document on consultation/communication with ethnic and minority groups.</li> <li>➤ Satisfaction of members of ethnic minorities with Garda service measured through a national survey in 2006.</li> </ul>
<p>Develop a multi-faceted strategy to provide for more effective recording of racially motivated crime.</p>	<ul style="list-style-type: none"> <li>➤ Number and nature of recorded racially motivated incidents.</li> <li>➤ Undertake a study (with NCCRI) regarding reported figures on racially motivated crime.</li> <li>➤ Number of complaints against members of An Garda Síochána for racially motivated incidents.</li> </ul>
<p>Develop targeted initiatives focusing on access to police services for Travellers, refugees and migrants.</p>	<ul style="list-style-type: none"> <li>➤ Satisfaction of Travellers, refugees and migrants with Garda service measured through a national survey in 2006.</li> <li>➤ Number of targeted initiatives developed with Travellers, refugees and migrant groups regarding awareness of policing services.</li> <li>➤ Provision of services in languages other than English and Irish.</li> <li>➤ Number of meetings facilitated by Garda Ethnic Liaison Officers.</li> </ul>

<p>Develop anti-racism, intercultural and diversity training for senior and middle management.</p> <p>Develop and implement a clear support system for the induction, training and retention of newly recruited members of An Garda Síochána from cultural and ethnic minorities.</p>	<ul style="list-style-type: none"> <li>➤ Number of Continuous Professional Development courses (which include anti-racism, intercultural and diversity elements) run for middle and senior management.</li> <li>➤ Percentage of senior and middle management trained in “Diversity Awareness Training Programme under EU Garda/PSNI Peace and Reconciliation Project”.</li> <li>➤ Existence of a structured support system for newly recruited members of An Garda Síochána from cultural and ethnic minorities.</li> <li>➤ Number of members of ethnic and cultural communities who undergo Garda training.</li> </ul>
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<b>Divisional Policing Plan 2006</b>	
<b>Divisional Actions</b>	<b>Divisional Performance Indicators</b>
<ul style="list-style-type: none"> <li>• Analyse and quantify racially motivated incidents and crime in the Division , ensuring all are investigated fully</li> <li>• Ensure all appointed Immigration Officers are made aware of all legislation in respect of Ethnic and Cultural Groups</li> <li>• Ensure that there is a sufficient translator system in each District available to members dealing with different nationalities</li> <li>• Develop a knowledge and understanding into the policing requirements and concerns of multicultural communities by local staff</li> <li>• Build trust between Ethnic minorities and multi cultural groups residing in the Division</li>   <li>• Encourage members to undergo language courses as part of career development</li> </ul>	<ul style="list-style-type: none"> <li>• Number of racially motivated incidents and crimes</li>   <li>• Each District Officer to establish appointed Immigration Officers in his District and to be satisfied with their training in the area.</li>   <li>• Each District Officer to ensure there is a record kept at station level , which is updated as required.</li>   <li>• Number of briefings by Supervisors of staff with regard to sympathetic and understanding approach in our dealings with ethnic minorities</li>   <li>• Increase in contact between the Garda Immigration Officers and members of the Ethnic and multi-cultural groups by structured meetings. Inspector S Lavin, Kildare District to maintain, develop and co-ordinate links between An Garda Siochana and Multi Cultural Communities in the Carlow/Kildare Division</li>   <li>• Members to be encouraged at District level at briefings to consider learning foreign languages and to be facilitated within reason if undertaking courses.</li> </ul>

	<ul style="list-style-type: none"><li>• 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</li></ul>
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<b>Divisional Contact Details:</b>	
<p>Chief Superintendent Michael Byrnes An Garda Síochána, Naas, Co. Kildare.</p>	
Telephone	045 884310
Fax	045 884382
Garda Website	<a href="http://www.garda.ie">www.garda.ie</a>
<p>Superintendent John Murphy An Garda Síochána, Kildare Co Kildare</p>	
Telephone.	045: 527737
Fax	045 : 527735
Garda Website	<a href="http://www.garda.ie">www.garda.ie</a>
<p>Superintendent Tom Neville An Garda Síochána, Naas, Co Kildare</p>	
Telephone.	045: 884315
Fax	045: 866729
Garda Website	<a href="http://www.garda.ie">www.garda.ie</a>
<p>Superintendent Pat Kavanagh An Garda Síochána, Carlow Co Carlow</p>	
Telephone.	059: 9136620
Fax	059: 9136624
Garda Website	<a href="http://www.garda.ie">www.garda.ie</a>
<p>Superintendent Tom Mulligan An Garda Síochána, Baltinglass, Co Wicklow</p>	
Telephone.	059 : 6482617
Fax	059 6482614
Garda Website	<a href="http://www.garda.ie">www.garda.ie</a>