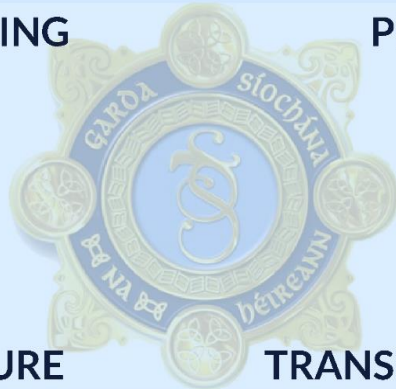


AN GARDA SÍOCHÁNA

OUR PEOPLE - OUR GREATEST RESOURCE

COMMUNITY
POLICING

PROTECTING
PEOPLE



A SECURE
IRELAND

TRANSFORMING
OUR SERVICE

A HUMAN RIGHTS FOUNDATION

KEEPING
PEOPLE SAFE

MISSION & STRATEGY 2019 - 2021

Kerry Divisional Policing Plan 2019

Table of Contents

An Garda Síochána Strategy 2019 – 2021:	3
Our People & Organisation.....	4
1) Community Policing.....	6
2) Protecting People	9
3) A Secure Ireland.....	17
4) Transforming Our Service	19
5) Our People: Our Greatest Resource	22
6) A Human Rights Foundation.....	26
Garda Code of Ethics Commitments	27

An Garda Síochána is committed to our public service positive duty obligations under section 42 of the Irish Human Rights and Equality Act 2014, which we will address in 2019 through initiatives relating to our diversity and inclusion strategy, hate crime policy and developing our human rights capacity.

Drew Harris

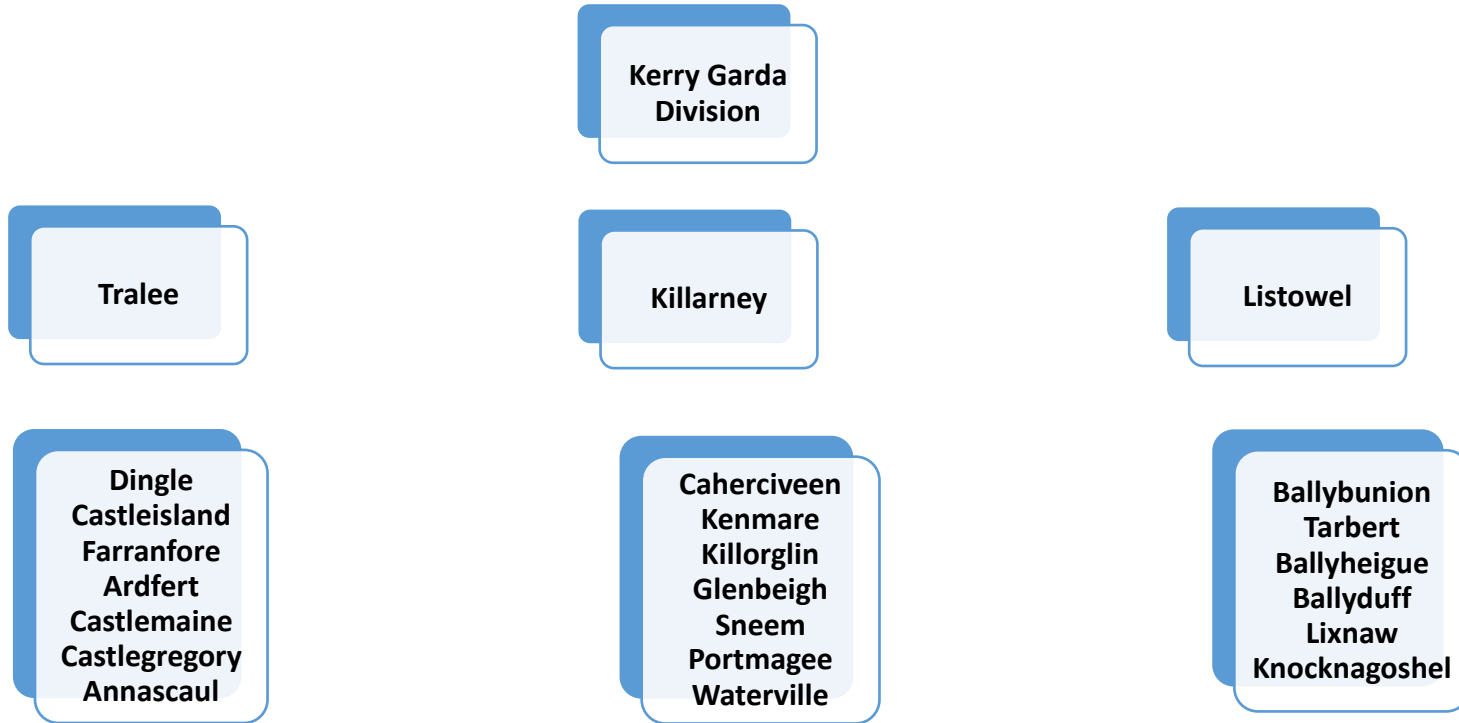
Commissioner

An Garda Síochána Strategy 2019 – 2021:

Our Mission - Keeping People Safe



Our People & Organisation









Kerry Divisional Policing Plan 2019

Stations within the Division

Station	District & Superintendent	Opening Hours	Telephone
Tralee	Superintendent Daniel Keane	24/7	066 7102300
Killarney	Superintendent Florence Murphy	24/7	064 6671167
Listowel	Superintendent Fearghal Pattwell	24/7	068 50827
Emergency	112 or 999		
Crimecall			

1) Community Policing

Providing visible, responsive policing services tailored to community needs

The activities outlined on the following pages will support An Garda Síochána in realising the following 3-year strategic outcomes					
Perception of crime as a very serious or serious problem		Satisfaction with AGS. We listen to and respond to community concerns		Perception that AGS treats all people equally	
Garda visibility		Perception that An Garda Síochána is helpful & community focussed		Perception that An Garda Síochána is managing crime locally	

1.1 Engaging with Communities (Inc. JPC Engagement)	
<p><i>Work with our Joint Policing Committee (JPC), Community Groups (Neighbourhood Watch, Community Alert, Business Watch, Hospital Watch etc.) and other fora to identify local community needs and to ensure appropriate policing responses.</i></p>	
Activities	Outcomes
<ol style="list-style-type: none"> Increase our engagement with all Community Groups across the Kerry Garda Division. In an effort to encourage and support these groups, a Divisional Community Alert, Neighbourhood Watch and Text Alert Meeting will take place in Q2 2019. This meeting will be widely circulated and there will be an increased focus on ensuring all groups are represented. Stronger engagement with local Chambers of Commerce, Business Watch Schemes and the freshly rejuvenated Hospital Watch Scheme at K.U.H has delivered positive results in 2018 and further collaboration in this space will ensure additional positive outcomes. It is evident that the communities we serve are concerned with the availability and use of illegal drugs. In 2019, the Divisional Drugs Unit will be utilised throughout the county to combat such issues. In Q3 2019, the staffing levels of the unit will be reviewed to a) ensure the members deployed are being utilised to the maximum effect and b) whether resources allocated need to be increased. 	<ul style="list-style-type: none"> Increased satisfaction with An Garda Síochána: <ul style="list-style-type: none"> Listens/responds to community concerns Increased trust Increased perception that An Garda Síochána treats people equally Improved perception of An Garda Síochána as: <ul style="list-style-type: none"> Helpful & Community focussed Managing crime locally & nationally Reduced fear of crime / Increased feelings of safety Increased visibility

Kerry Divisional Policing Plan 2019

1.2 Anti-Social Behaviour, Public Order & High Visibility Policing	
<i>Providing a visible responsive proactive policing service, targeting antisocial behaviour/public order hotspots to improve quality of life for residents and visitors</i>	
Activities	Outcomes
<ol style="list-style-type: none"> 1. Deployment of 'See Something, Say Something' Anti Social Behaviour Initiative will be fully supported with a view to establishing the scheme in Killarney and Listowel in addition to Tralee. 2. Assault Reduction Strategy - The services of G.S.A.S will be utilised to identify hot spots in terms of Assaults in the following urban centres – Tralee, Killarney and Listowel. This data will inform deployment of resources and increased high visibility patrols will be detailed. 3. The increased use of members deployed on Mountain Bike Patrols will result in an increased garda presence. Further training in this area will be sought in Q2 2019. 4. The allocation of personnel to Beat Patrol is essential. Each District Officer will be directed to ensure members are deployed on beat duty where resources allow. 	<ul style="list-style-type: none"> • Increased satisfaction with An Garda Síochána: <ul style="list-style-type: none"> ○ Listens/responds to community concerns • Increased trust • Increased perception that An Garda Síochána treats people equally • Improve perception of An Garda Síochána as: <ul style="list-style-type: none"> ○ Helpful & Community focussed ○ Managing crime locally & nationally • Reduced fear of crime / Increased feelings of safety • Increased visibility

1.3 Engaging with minorities and other vulnerable groups (including hate crime initiatives)	
<i>Working proactively with minority and vulnerable communities to ensure all persons requiring policing services feel comfortable accessing them, particularly those impacted by hate crimes/bias motivated crimes.</i>	
Activities	Outcomes
<ol style="list-style-type: none"> 1. Minority Groups in the Kerry Garda Division will be identified and engaged with. Where appropriate a suitable liaison person will be appointed. 2. An examination of Ethic Liaison Officers resources will be undertaken in Q2 2019 and considered at the Divisional Management Meeting. If further numbers are required, training will be sought. 3. The issue of Inter Family Disputes between members of the Travelling Community will be examined across the Division. Increased engagement will take place bwtween An Garda Síochána and the Traveller Mediation Service based in Westmeath. An information talk will be held with this service in Q2 / Q3 2019. 4. Stronger relationships will be developed with refugees resettled in Tralee and Killarney. Liaison members will be appointed (if not already done). 	<ul style="list-style-type: none"> • Increased satisfaction /An Garda Síochána: istens/responds to community concerns • Increased trust / Increased visibility • Increased perception that An Garda Síochána treats people equally • Improve perception of An Garda Síochána as: <ul style="list-style-type: none"> ○ Helpful & Community focussed ○ Managing crime locally & nationally • Reduced fear of crime / Increased feelings of safety

Kerry Divisional Policing Plan 2019

1.4 Children and Young People	
<i>Engage with and support young people, providing guidance to keep them safe</i>	
Activities	Outcomes
<ol style="list-style-type: none"> 1. Complete delivery of Garda Schools Programme to all primary and secondary levels schools in the Kerry Garda Division. This will include the allocation of a liaison member to each school. 2. Engage with Kerry Divisional CPD in terms of training needs for delivery of schools programme. Additional training to be delivered in Q2 2019 if required. 3. Operation Páistí to be delivered to all primary schools in the Kerry Garda Division in 2019. 4. Increase our presence in social media forums relevant to young persons and use same to promote a positive relationship between the organisation and young people. The involvement of Community Garda will be core to this. 	<ul style="list-style-type: none"> • Increased satisfaction with An Garda Síochána: <ul style="list-style-type: none"> ○ Listens/responds to community concerns • Increased trust • Increased perception that An Garda Síochána treats people equally • Improved perception of An Garda Síochána as: <ul style="list-style-type: none"> ○ Helpful & Community focussed ○ Managing crime locally & nationally • Reduced fear of crime / Increased feelings of safety • Increased visibility

1.5 National Drug Strategy	
<i>Enforcement of drugs legislation across the Kerry Garda Division with a focus on detection of those involved in Sale and Supply.</i>	
Activities	Outcomes
<ol style="list-style-type: none"> 1. Quarterly briefing to the Divisional Management Team by Inspector Paul Kennedy in respect of the National Drugs Strategy. 	<ul style="list-style-type: none"> • Increased satisfaction with An Garda Síochána: <ul style="list-style-type: none"> ○ Listens/responds to community concerns • Increased trust • Increased perception that An Garda Síochána treats people equally • Improved perception of An Garda Síochána as: <ul style="list-style-type: none"> ○ Helpful & Community focussed ○ Managing crime locally & nationally • Reduced fear of crime / Increased feelings of safety • Increased visibility

2) Protecting People

Protecting people from crime and from injury on our roads

The activities outlined on the following pages will support An Garda Síochána in realising the following 3-year strategic outcomes					
Incidences of crime	↓	Fear of Crime	↓	Road deaths and injuries	↓
Crime Detections	↑	Victim Satisfaction	↑	Key Lifesaver Offence detections	↑
Perception of crime as a very serious or serious problem	↓	Satisfaction that AGS listens to and response to community concerns	↑	Perception that An Garda Síochána is managing crime nationally	↑
Standard of investigations	↑	Garda visibility	↑	Legislative compliance	↑

2.1 Investigation and Detection (Burglary, Robbery, Assault and Volume Crime)	
<i>A comprehensive approach to all aspects of crime investigation and detection, delivering improved investigative outcomes</i>	
Activities	Outcomes
<ol style="list-style-type: none"> 1. Managing crime utilising the Performance and Accountability Framework. 2. Engaging with regional crime management structures. 3. Reviewing undetected crime. 4. Identifying and addressing reasons for non-detection of incidents. 5. Ensuring mandatory investigative actions are completed. 6. Enhancing the use of Crime Scene Investigation. 7. Ensuring bail and curfew compliance. 8. Management of Offenders in line with SAOR policy. 9. Utilising forensic evidence. 10. Utilising CCTV evidence. 11. Implementation of national assault reduction plan initiatives. 12. Leveraging the benefits of crime analysis services. 	<ul style="list-style-type: none"> • Increased satisfaction with An Garda Síochána: <ul style="list-style-type: none"> ○ Listens/responds to community concerns • Increased trust • Increased perception that An Garda Síochána treats people equally • Improved perception of An Garda Síochána as: <ul style="list-style-type: none"> ○ Helpful & Community focussed ○ Managing crime locally & nationally • Reduced fear of crime / Increased feelings of safety • Increased visibility

Kerry Divisional Policing Plan 2019

2.2 Crime Prevention	
<i>Reduce the incidence of crime through education, awareness and community collaboration</i>	
Activities	Outcomes
<ol style="list-style-type: none"> 1. Deployment of ‘See Something, Say Something’ Anti Social Behaviour Initiative will be fully supported with a view to establishing the scheme in Killarney and Listowel in addition to Tralee. 2. Assault Reduction Strategy - The services of G.S.A.S will be utilised to identify hot spots in terms of Assaults in the following urban centres – Tralee, Killarney and Listowel. This data will inform deployment of resources and increased high visibility patrols will be detailed. 3. The increased use of members deployed on Mountain Bike Patrols will result in an increased garda presence. Further training in this area will be sought in Q2 2019. 4. The allocation of personnel to Beat Patrol is essential. Each District Officer will be directed to ensure members are deployed on beat duty where resources allow. 5. Implement National Crime Prevention & Reduction Strategy initiatives as communicated by CEPS. 6. Strict monitoring and enforcement of bail conditions and curfews. Zero Tolerance approach. 7. Implementation of the SAOR Programme across the Kerry Garda Division. Each District to identify top 5 recidivist criminals in Q2 2019 and allocate a case manager in respect of each. 	<ul style="list-style-type: none"> • Reduced fear of crime / Increased feelings of safety • Increased satisfaction with An Garda Síochána: <ul style="list-style-type: none"> ○ Listens/responds to community concerns • Increased trust • Increased perception that An Garda Síochána treats people equally • Increased visibility • Improved perception of An Garda Síochána as: <ul style="list-style-type: none"> ○ Helpful & Community focussed ○ Managing crime locally & nationally

2.3 Controlled Drugs	
<i>Enforcement of drugs legislation, focussed on the sale and supply of controlled drugs</i>	
Activities	Outcomes
<ol style="list-style-type: none"> 1. Increase use of Roads Policing Unit in targeted known/suspected drug dealers/users. The use of the Drager 5000 to be considered where appropriate. This will reduce and/or deny these persons the use of our road network. 2. Criminal Intelligence Officer to continue to engage with Divisional Drugs Unit and ensure all suspect vehicles are known and recorded on ANPR. 3. CHIS – Each District Officer to advise members at unit briefings and District PAFs of the CHIS process. Each District Officer to ensure CHIS Handler in Kerry briefs all units during 2019. 4. In Q2 and Q3 2019, each District Officer will engage with Divisional Drugs Unit and deploy uniform personnel on plain clothes duties on nights. This collaboration will assist in prevention, detection and a sharing of information. 	<ul style="list-style-type: none"> • Improved perception of An Garda Síochána as: <ul style="list-style-type: none"> ○ Helpful & Community focussed ○ Managing crime locally & nationally • Reduced fear of crime / Increased feelings of safety • Increased satisfaction with An Garda Síochána: <ul style="list-style-type: none"> ○ Listens/responds to community concerns • Increased trust • Increased visibility

Kerry Divisional Policing Plan 2019

2.4 Organised Crime (including firearms offences, Human Trafficking and European Arrest Warrants)	
<i>Effective targeting, intelligence gathering and interdiction of OCG members living and operating within the District</i>	
Activities	Outcomes
	<ul style="list-style-type: none"> • Reduced fear of crime / Increased feelings of safety • Improved perception of An Garda Síochána as: <ul style="list-style-type: none"> ○ Helpful & Community focussed ○ Managing crime locally & nationally • Increased satisfaction with An Garda Síochána: <ul style="list-style-type: none"> ○ Listens/responds to community concerns • Increased visibility • Increased trust

2.5 Criminal Intelligence (Including CHIS)*	
<i>Maximise the gathering, analysis and use of criminal intelligence to tackle crime</i>	
Activities	Outcomes
	<ul style="list-style-type: none"> • Increased satisfaction with An Garda Síochána: <ul style="list-style-type: none"> ○ Listens/responds to community concerns • Increased trust • Increased perception that An Garda Síochána treats people equally • Improved perception of An Garda Síochána as: <ul style="list-style-type: none"> ○ Helpful & Community focussed ○ Managing crime locally & nationally • Reduced fear of crime / Increased feelings of safety • Increased visibility

Kerry Divisional Policing Plan 2019

2.6 Offender Management & Recidivism (including Child Diversion & SAOR)	
<i>A reduction in offending through the effective implementation of SAOR and Child Diversion policies</i>	
Activities	Outcomes
<ol style="list-style-type: none"> 1. Working with criminal justice partners. 2. Implementation of SAOR Programme across the Division. Detective Sergeant in each District to be appointed to monitor implementation of same. 3. Achieve full delivery of JLO E-Learning to all staff by end of Q3 2019. 4. Ensure the completion of all JLO Referrals across the Division in a timely and efficient manner. To ensure this topic receives appropriate attention it will be placed on the agenda of the Divisional Management Meeting on a monthly basis. <p>Responsible: (Oversight/ implementation)</p>	<ul style="list-style-type: none"> • Reduced recidivism • Reduced fear of crime / Increased feelings of safety • Increased visibility • Improved perception of An Garda Síochána as: <ul style="list-style-type: none"> ○ Managing crime locally & nationally

2.7 Victim Support	
<i>Providing a responsive service to victims of crime, keeping all victims up to date on investigations, complying with both Garda victims policy and the Victims Act. We will increase the % of completed victim assessments which are made within 3 days of reporting from 78% to 85% in line with national policy</i>	
Activities	Outcomes
<ol style="list-style-type: none"> 1. Each member of the Divisional Management Team will ensure the importance of placing Victims of Crime at the centre of all we do is embedded in their districts. All staff will be continually briefed in this regard. Any shortcomings identified will be corrected and dealt with as appropriate. 2. Domestic Violence Co-ordination – Each District Officer will ensure full compliance with the Domestic Violence Policy, in particular the personal call back within 7 days. Members failing to comply must be asked to account for same. The importance of this call back and its potential to be life saving must be impressed upon all staff by members of the management team and front line supervisors. 3. GVSO – Quarterly briefing to Divisional Management Team from staff at GVSO to continue for 2019. Shortcomings and issues identified to be actioned accordingly. 4. Complete victim assessments within 3 days of reporting. Identify current District performance and challenges to full compliance. Implement mitigating actions. 	<ul style="list-style-type: none"> • Increased trust • Increased victim satisfaction • Increased satisfaction with An Garda Síochána: <ul style="list-style-type: none"> ○ Listens/responds to community concerns • Increased perception that An Garda Síochána treats people equally • Reduced fear of crime / Increased feelings of safety • Victim assessment will completed within 3 days of reporting for 85% of incidents • Improved perception of An Garda Síochána as: <ul style="list-style-type: none"> ○ Helpful & Community focussed ○ Managing crime locally & nationally

Kerry Divisional Policing Plan 2019

2.8 Missing Persons	
<i>Effective management of all missing persons cases in compliance with Garda policy. District Officer to review all Missing Persons incidents in line with review policy.</i>	
Activities	Outcomes
<ol style="list-style-type: none"> 1. Current Missing Persons – Missing persons incidents to be fully reviewed at all District PAF meetings. Daily PAF tab to be ticked. Instruction to issue to all supervisors that an email is to be forwarded to District Offices in relation to medium and high risk missing persons. 2. Historical Missing Persons – District Management team to maintain review of all such cases and ensure relevant KPI's are maintained. District Management team to examine historical missing persons and engage with coroner in respect of concluding same. This area will be incorporated into the Divisional Inspection Review in Q3 2019. 	<ul style="list-style-type: none"> • Increased satisfaction with An Garda Síochána: <ul style="list-style-type: none"> ○ Listens/responds to community concerns • Increased trust • Reduced fear of crime / Increased feelings of safety • Increased perception An Garda Síochána is well managed • All missing persons incidents reviewed by District Officer within permitted time frame which will ensure compliance with review policy. • Improved perception of An Garda Síochána as: <ul style="list-style-type: none"> ○ Helpful & Community focussed ○ Managing crime locally & nationally

2.9 Domestic Abuse	
<i>Provision of an empathetic responsive service to all victims of domestic abuse, in line with relevant Garda policy and legislation. In Person victim call-backs will be made to a minimum of 40% of victims of domestic abuse. These visits will be recorded on the victim engagement screen.</i>	
Activities	Outcomes
<ol style="list-style-type: none"> 1. Domestic Violence Co-ordination – Each District Officer will ensure full compliance with the Domestic Violence Policy, in particular the personal call back within 7 days. Members failing to comply must be asked to account for same. The importance of this call back and its potential to be life saving must be impressed upon all staff by members of the management team and front line supervisors. Compliance with be reviewed at the end of each quarter and mitigating actions will be put in place where non compliance is identified. 2. Domestic Violence Act 2018 – Delivery of training in this new legislation is vitally important. Divisional Officer will examine the roll out of a programme in Q2 2019. 	<ul style="list-style-type: none"> • Increased reporting of domestic violence related offences • Increased satisfaction with An Garda Síochána: <ul style="list-style-type: none"> ○ Listens/responds to community concerns • Increased trust • Increased perception that An Garda Síochána treats people equally • Improved perception of An Garda Síochána as: <ul style="list-style-type: none"> ○ Helpful & Community focussed

Kerry Divisional Policing Plan 2019

	<ul style="list-style-type: none"> ○ Managing crime locally & nationally • Reduced fear of crime / Increased feelings of safety • Increased visibility • In person call-back sprovided to a minimum of 40% of victims of Domestic abuse within 7 days. All in-person call backs recorded on the victim engagement screen
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2.10 Sexual Offences	
<i>Provision of an empathetic responsive service to all victims of sexual crime, in line with relevant Garda policy and legislation</i>	
Activities	Outcomes
<ol style="list-style-type: none"> 1. The Kerry Garda Division will endeavour to establish a Divisional PSU in Q1 2019. 2. The DPSU will be fully supported and staffed as required. 3. An extensive media campaign advising of the creation of the new DPSU will be conducted. 4. Engagement with relevant external stakeholders will be coordinated through Inspector Paul Kennedy, DPSU. 5. Inspector Kennedy will provide quarterly briefings to the Divisional Management Team in respect of the significant files on hand and progress being made. 6. Sexual Offences to be investigated by DPSU thus ensuring increased quality of service. 	<ul style="list-style-type: none"> • Increased reporting of sexual offences • Increased satisfaction with An Garda Síochána: <ul style="list-style-type: none"> ○ Listens/responds to community concerns • Increased trust • Increased perception that An Garda Síochána treats people equally • Improved perception of An Garda Síochána as: <ul style="list-style-type: none"> ○ Helpful & Community focussed ○ Managing crime locally & nationally • Reduced fear of crime / Increased feelings of safety • Increased visibility

Kerry Divisional Policing Plan 2019

2.11 Roads Enforcement Activities (including the National Roads Policing Operations Plan)	
<i>Reduce collisions, road deaths and serious injuries through enforcement of key lifesaver offences (speeding, drink driving, seatbelt and mobile phone offences) and relevant legislation.</i>	
Activities	Outcomes
<ol style="list-style-type: none"> 1. Increase lifesaver offence detections by 5%. 2. Increase MIT breath tests performed by 5%. 3. Implement National Roads Policing Operations Plan. 4. Allocation of additional mobile Drager 5000 to each garda district on a rotating basis. 5. Delivery of additional training on a district basis for the Drager 5000. 6. Each District Officer to conduct periodic examination of members individual contribution in this area. All members must contribute. 7. Reduce the average time taken between an FCPN incident occurring and the processing of the paper based FCPN. This will be done by ensuring all District personnel are communicated instructions regarding FCPN submission and processes are put in place at District level to ensure efficient processing of FCPN notices. Review to be carried out by Traffic Inspector if delays are identified and mitigating actions to be put in place to improve compliance rates. 	<ul style="list-style-type: none"> • Safer Roads, reduced road deaths and serious injuries • Increased satisfaction with An Garda Síochána: • Listens/responds to community concerns • Improved perception of An Garda Síochána as: <ul style="list-style-type: none"> ○ Helpful & Community focussed ○ Managing crime locally & nationally • Reduced fear of crime / Increased feelings of safety • Increased visibility • All FCPN notices are processed as early as practicable • All FCN notices forwarded for processing to the FCPO as soon as practicable






2.12 Road Safety Education & Awareness	
<i>Reduce collisions, road deaths and serious injuries through enforcement and awareness.</i>	
Activities	Outcomes
<ol style="list-style-type: none"> 1. Garda Schools Programme to be utilised to share road safety message. 2. RSA Roadshow – Deliver RSA Roadshow in Kerry in 2019. Increase attendance at same. 3. Confirm the appointment of a dedicated sergeant in each district to the District Collision Prevention Programme. Ensure Quarterly meetings are taking place. 4. Continue to support and take part in the JPC Road Safety Sub Committee. 	<ul style="list-style-type: none"> • Increased satisfaction with An Garda Síochána: <ul style="list-style-type: none"> ○ Listens/responds to community concerns • Increased trust • Increased perception that An Garda Síochána treats people equally • Improved perception of An Garda Síochána as: <ul style="list-style-type: none"> ○ Helpful & Community focussed ○ Managing crime locally & nationally • Reduced fear of crime / Increased feelings of safety • Increased visibility

Kerry Divisional Policing Plan 2019

2.13 Event Management	
<i>It is essential all large events scheduled to take place in the Kerry Garda Division are properly planned and prepared for.</i>	
Activities	Outcomes
<ol style="list-style-type: none"> 1. Each District will ensure there are Operational Orders created and in place in respect of all large events taking place. This will ensure proper planning and preparation. 2. Deployment of resources to all large events will be planned well in advance and all members will be paraded and fully briefed in respect of their duties and responsibilities. 3. District Officers will ensure a member of Inspector Rank is employed in respect of all large events thus ensuring proper supervision and governance. 4. Divisional Roads Policing Units will be sought in good time and deployed to assist in these large scale policing events. 5. Kerry County Council – Regular engagement with Kerry County Council will take place in respect of large events held in the county. 	<ul style="list-style-type: none"> • Increased satisfaction with An Garda Síochána: <ul style="list-style-type: none"> ○ Listens/responds to community concerns • Increased trust • Improved perception of An Garda Síochána as: <ul style="list-style-type: none"> ○ Helpful & Community focussed • Increased visibility • Reduced fear of crime / Increased feelings of safety

3) A Secure Ireland

Ensure the security of the State, managing all possible threats, including but not limited to the threat of terrorism

The activities outlined on the following pages will support An Garda Síochána in realising the following 3-year strategic outcomes					
Crime Detections		A Secure State		Fear of crime	
Perception that An Garda Síochána is managing crime nationally		Perception of crime as a very serious or serious problem			

3.1 Local Subversive Targets	
<i>Targeting, intelligence gathering and interdiction of subversives living and operating within the District</i>	
Activities	Outcomes
	<ul style="list-style-type: none"> • Increased satisfaction with An Garda Síochána; <ul style="list-style-type: none"> ○ Listens/responds to community concerns • Increased trust • Increased perception that An Garda Síochána treats people equally • Improved perception of An Garda Síochána as: <ul style="list-style-type: none"> ○ Helpful & Community focussed ○ Managing crime locally & nationally • Reduced fear of crime / Increased feelings of safety • Increased visibility



Kerry Divisional Policing Plan 2019

3.2 Border Security & Cross Border Crime	
<i>The impact of Brexit cannot be overstated. Despite our geographical distance from the physical border we must be in a position to act.</i>	
Activities	Outcomes
	<ul style="list-style-type: none"> • Increased satisfaction with An Garda Síochána: <ul style="list-style-type: none"> ○ Listens/responds to community concerns • Increased trust • Increased perception that An Garda Síochána is well managed • Improved perception of An Garda Síochána as: <ul style="list-style-type: none"> ○ Helpful & Community focussed ○ Managing crime locally & nationally • Reduced fear of crime / Increased feelings of safety • Increased visibility

3.3 Major Emergency Management	
<i>Gardaí attached to the Kerry Garda Division must have an ability to respond and act effectively in the event of a major emergency taking place in the division.</i>	
Activities	Outcomes
	<ul style="list-style-type: none"> • Improved perception of An Garda Síochána as a well-managed • Increased trust • Reduced fear of crime / Increased feelings of safety • Improved perception of An Garda Síochána as: <ul style="list-style-type: none"> ○ Helpful & Community focussed

4) Transforming Our Service

Providing consistent, efficient and effective policing services

The activities outlined on the following pages will support An Garda Síochána in realising the following 3-year strategic outcomes					
Trust in AGS		Perception that An Garda Síochána is well managed		Data Quality	

4.1 Inspection and Review	
<i>Inspections will be conducted on a quarterly basis, evaluating performance at an operational, administrative and management level in compliance with HQ Directive 59/2014</i>	
Activities	Outcomes
<ol style="list-style-type: none"> Undertake inspection and reviews in line with Garda policy on 59/2014. 	<ul style="list-style-type: none"> Increased trust Increased perception that An Garda Síochána is well managed Better management of risk

4.2 Risk Management	
<i>Ensure the effective management of risk within the Division to support the achievement of goals and objectives.</i>	
Activities	Outcomes
<ol style="list-style-type: none"> Ensure the ongoing, dynamic management of all risks within the Division, engaging relevant stakeholders. Undertake a review of the risk register in line with the development and evaluation of the annual Policing Plan. Utilise organisational supports to add value to Divisional risk management. Ensure all risk registers are submitted on a quarterly basis in compliance with risk management policy and procedures. 	<ul style="list-style-type: none"> Improved perception of An Garda Síochána as well managed Increased trust Improved perception of An Garda Síochána as: <ul style="list-style-type: none"> Managing crime locally & nationally

Kerry Divisional Policing Plan 2019

4.3 Financial Management	
<i>Effective management of all spending within the District , ensuring policing services are delivered within budget</i>	
Activities	Outcomes
<ol style="list-style-type: none"> 1. Ensure the ongoing, dynamic management of all budgets within the District. 2. Review financial reports on ongoing basis with a focus on controllable costs (OT, T&S, other non-pay related costs). 3. Towing contract management / procurement processes). 	<ul style="list-style-type: none"> • Increased perception that An Garda Síochána is well managed • Increased trust • Increased visibility

4.4 Data Quality	
<i>Engaging in activities to support an improvement in organisational data quality</i>	
Activities	Outcomes
<ol style="list-style-type: none"> 1. Reducing the number of incidents created after 24 hours. 2. Reducing by 50% the number of HISTORIC incidents with status of Review/Clarification. 3. Reducing by 25% the number of RECENT incidents with status of Review/Clarification. 	<ul style="list-style-type: none"> • Increased trust • Increased perception that An Garda Síochána is well managed • Enhanced Data Quality

Kerry Divisional Policing Plan 2019



4.5 Change Projects	
<i>The Kerry Garda Division will actively support MRP projects impacting on the Division.</i>	
Activities	Outcomes
<ol style="list-style-type: none"> 1. CAD – Ensure full engagement with CAD across the Kerry Garda Division. 2. Civilianisation – Support the allocation of a member of Garda Staff to the Communications Room in Tralee thus increasing the number of operational personnel available on day tours. 3. ECM – The Kerry Garda Division will support the delivery and commencement of ECM in Q3 2019. A robust training schedule will be created and delivered upon to ensure minimal impact to front line policing. 	<ul style="list-style-type: none"> • Increased satisfaction with An Garda Síochána: <ul style="list-style-type: none"> ○ Listens/responds to community concerns • Increased trust • Improved perception of An Garda Síochána as: <ul style="list-style-type: none"> ○ Helpful & Community focussed ○ Managing crime locally & nationally • Reduced fear of crime / Increased feelings of safety • Increased visibility Síochána

4.6 Estate Management / Station Upkeep	
<i>The areas of critical importance in terms of the Kerry Garda Division for 2019 are Prisoner Processing Suites and Cell Refurbishment.</i>	
Activities	Outcomes
<ol style="list-style-type: none"> 1. Cell Refurbishment Programme – The cells at Listowel, Caherciveen, Ballybunion and Killorglin are all in need of refurbishment. Continued pressure will be maintained on Estate Management Section in respect of this. 2. Barraduff Garda Station – Active Consideration to re-opening this station will take place in Q2 2019. 3. Tralee Garda Station – Engagement will take place with Kerry County Council in respect of the planned development of Denny Site. Car Parking is a significant issue and this may represent a solution. District Officer, Tralee to appoint a dedicated liaison person. 4. Killarney Garda Station – A new Prisoner Processing Suite is required and every effort will be made in 2019 to secure funding for same. If possible this will include a refurbishment of the Public Office. 5. Listowel Garda Station – A new Prisoner Processing Suite is required and every effort will be made in 2019 to secure funding for same. If possible this will include a refurbishment of the Public Office. 	<ul style="list-style-type: none"> • Enhanced working environment • Improved perception of An Garda Síochána as well managed

5) Our People: Our Greatest Resource

Engage, support and listen to our people, providing continuous professional development

The activities outlined on the following pages will support An Garda Síochána in realising the following 3-year strategic outcomes

Employee engagement		Employee wellness		Absence	
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5.1 Engagement, PALF and front line briefing

Effective engagement between managers and personnel, through unit briefings, PALF and other engagement opportunities

Activities	Outcomes
<ol style="list-style-type: none"> 1. All members trained in the PALF process. 2. Managers effectively manage the PALF process throughout the year. 3. Face to face management briefings at shift overlaps and briefing periods. 4. Utilisation/ content of 15 minute briefing periods must be improved. District Officers and Inspectors will increase their attendance at these briefings throughout 2019. 	<ul style="list-style-type: none"> • Improved perception of An Garda Síochána as well managed • Increased satisfaction with An Garda Síochána: <ul style="list-style-type: none"> ○ Listens/responds to community concerns • Increased trust • Improved perception of An Garda Síochána as: <ul style="list-style-type: none"> ○ Helpful & Community focussed ○ Managing crime locally & nationally

Kerry Divisional Policing Plan 2019

5.2 Health and Safety Compliance & Promotion	
<i>Delivery and maintenance of a safe working environment is essential and there is an onus on all of us to work collaboratively to ensure we achieve same.</i>	
Activities	Outcomes
<ol style="list-style-type: none"> 1. Raise members awareness regarding 6 C's first responders safety principals. 2. All stations will complete a Health and Safety Review in Q1 2019 and submit relevant report to Divisional Office for consideration. All shortcomings and issues discovered to be highlighted. 3. Each District Officer to ensure Health and Safety Notice Boards are in place in all stations and that relevant documentation is attached. 	<ul style="list-style-type: none"> • Increased satisfaction with An Garda Síochána: <ul style="list-style-type: none"> ○ Listens/responds to community concerns • Increased trust • Increased perception that AGS treats people equally • Improved perception of An Garda Síochána as: <ul style="list-style-type: none"> ○ Helpful & Community focussed ○ Managing crime locally & nationally • Reduced fear of crime / Increased feelings of safety • Increased visibility

5.3 Absence Management and Employee Wellness	
<i>Investing in the physical and mental wellness of our people</i>	
Activities	Outcomes
<ol style="list-style-type: none"> 1. Appointing a wellness champion/ contact person. 	<ul style="list-style-type: none"> • Increased satisfaction with An Garda Síochána: <ul style="list-style-type: none"> ○ Listens/responds to community concerns • Increased trust • Increased perception that An Garda Síochána treats people equally • Improved perception of An Garda Síochána as: <ul style="list-style-type: none"> ○ Helpful & Community focussed ○ Managing crime locally & nationally • Reduced fear of crime / Increased feelings of safety • Increased visibility

Kerry Divisional Policing Plan 2019

5.4 Civilianisation	
<i>Identification of roles suitable for civilianisation and reallocation of personnel to operational policing duties</i>	
Activities	Outcomes
<ol style="list-style-type: none"> 1. Civilianisation of suitable roles to maximise available Garda personnel. 2. Reallocation of personnel to policing duties upon allocation of Garda staff. 	<ul style="list-style-type: none"> • Increased satisfaction with An Garda Síochána: <ul style="list-style-type: none"> ○ Listens/responds to community concerns • Increased trust • Increased perception that An Garda Síochána treats people equally • Improved perception of An Garda Síochána as: <ul style="list-style-type: none"> ○ Helpful & Community focussed ○ Managing crime locally & nationally • Reduced fear of crime / Increased feelings of safety • Increased visibility

5.5 Garda Reserve Utilisation	
<i>Our financial resources are extremely limited and with this in mind it is essential we make full use of this available resources. 2019 will focus on increased forward planning for deployment of reserves.</i>	
Activities	Outcomes
<ol style="list-style-type: none"> 1. Identify current Garda Reserves in the Kerry Garda Division through Inspector John Kelly. 2. A schedule of events will be compiled and circulated to all Garda Reserves and they will be asked to confirm their availability. 3. Inspector Kelly to arrange a Divisional Meeting for all reserves. 4. Training needs of all reserves to be considered. 	<ul style="list-style-type: none"> • Increased satisfaction with An Garda Síochána: <ul style="list-style-type: none"> ○ Listens/responds to community concerns • Increased trust • Increased perception that An Garda Síochána treats people equally • Improved perception of An Garda Síochána as: <ul style="list-style-type: none"> ○ Helpful & Community focussed ○ Managing crime locally & nationally • Reduced fear of crime / Increased feelings of safety • Increased visibility

Kerry Divisional Policing Plan 2019




5.6 Training Initiatives	
<i>Delivery of training is a significant drain on frontline resources but remains an essential element of professional policing. The Kerry Garda Division will continue to deliver a large volume of training in 2019 with a focus on Stinger, ASP / Incapacitant Spray and Domestic Violence.</i>	
Activities	Outcomes
<ol style="list-style-type: none"> 1. Completion of online youth referral e-learning course. 2. Local CPD Training initiatives – Domestic Violence Act 2019. 3. Stinger Training in the Kerry Garda Division – Extensive roll out in Q1 & Q2 2019 – Minimum 100 members trained. 4. ASP and Incapacitant Spray Training to be delivered in Q2 & Q3 2019 in all three districts. 	<ul style="list-style-type: none"> • Increased engagement with personnel • Increased trust • A better skilled workforce

5.7 Reducing Complaints / GSOC Local initiative	
<i>The importance of service provision within this organisation cannot be overstated. It is essential we work towards increased customer satisfaction in all we do.</i>	
Activities	Outcomes
<ol style="list-style-type: none"> 1. Local Intervention – Inspector Fleming to attend briefing in respect of Local Intervention and adopt the roll from a Division perspective in Q1 through Q.2 2019. 2. Each Inspector to engage with all members at briefings and discuss the causes of complaints being made. The importance of courtesy and professionalism to be highlighted. 	<ul style="list-style-type: none"> • Increased engagement with personnel • Increased trust • A better skilled workforce

6) A Human Rights Foundation

Embed human rights, ethical behaviour and equality into all of our policing and business activities

The activities outlined on the following pages will support An Garda Síochána in realising the following 3-year strategic outcomes

Trust in AGS		Perception that AGS treats people equally		Perception that AGS is a well-managed organisation	
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6.1 Ethics and Human Rights Initiatives

It is incumbent on us as the nations policing force to uphold the law with honesty and integrity. 100% personnel offered ethics training. 95% of members to have completed ethics training, 100% of trained personnel to have signed the code of ethics.

Activities	Outcomes
<ol style="list-style-type: none"> The Kerry Garda Division will examine records and confirm the delivery of Ethics Training to all staff. Current level of delivery will be confirmed and a target level of 100% of members to have been offered ethics training, 95% of members to have completed ethics training, 100% of trained personnel to have signed the code of ethics. This allows for those on long term sick being unable to engage. Personnel who have not received ethics training to be identified. Instruct all untrained members to attend ethics training and sign the code of ethics. Identify non compliance and address same. Communicate with members who have not complied, seeking an explanation which is to be recorded in writing. 	<ul style="list-style-type: none"> Increased satisfaction with An Garda Síochána: <ul style="list-style-type: none"> Listens/responds to community concerns Increased trust Increased perception that An Garda Síochána treats people equally Improved perception of An Garda Síochána as: <ul style="list-style-type: none"> Helpful & Community focussed Managing crime locally & nationally Reduced fear of crime / Increased feelings of safety Increased visibility 95% of divisional personnel to have completed ethics training by end of Q 4, and 100% of these personnel to have signed the Code of Ethics by end of Q4.

Garda Code of Ethics Commitments

The commitments of each Garda employee as outlined in the Code of Ethics for An Garda Síochána

Duty to Uphold the Law

I will uphold and obey the law and fulfill my responsibilities in a fair and impartial way.

Honesty & Integrity

I will be honest and will act with integrity.

I will always seek the truth by establishing and reporting facts in an honest and objective way.

I will not abuse my power or position and will have the courage to oppose and report any such abuses by colleagues.

I will act in the public interest and not allow circumstances to arise that might compromise, or appear to compromise, myself or the Garda Síochána.

I will appropriately declare and manage any actual or potential conflict of interest that might impair my ability to carry out my duty or weaken public confidence in the Garda Síochána. This includes any conflict that might arise from a personal or business relationship outside of my work in the Garda Síochána.

Respect & Equality

I will recognise and respect the dignity and equal human rights of all people.

I will treat people with courtesy and respect.

I will treat everyone with fairness at all times, and not discriminate wrongfully.

I will oppose and challenge any behaviour or language that demonstrates discrimination or disrespect, in particular with regard to vulnerable individuals or minority groups.

I will be sensitive to the vulnerabilities of individuals, for example because of their age or a disability. I will be sensitive to the difficult circumstances individuals may find themselves in when in contact with the Garda Síochána.

I will show appropriate understanding and empathy to people I come into contact with.

I will make accommodation for an individual's particular needs where possible. Wherever possible, I will take steps to improve relationships with the public, in particular with individuals or groups that may have previously had a limited or challenging relationship with policing services.

Examples of Wrongful Reasons for Discrimination

- Age
- Disability
- Family status
- Gender
- Marital status
- Membership of the Traveller Community
- Religion
- Race
- Colour
- Nationality
- Ethnic or national origins
- Sexual orientation
- Gender non-conformity
- Political opinion
- Residence status
- Social origin

Authority & Responsibility

I will act with self-control, even when provoked or in volatile situations.

I will take responsibility for my actions and omissions, and I will be accountable for them.

I will support my colleagues to the best of my ability as they carry out their duties and responsibilities.

I will only give instructions that I reasonably believe to be lawful and I will carry out lawful instructions to the best of my ability.

I will challenge instructions that I believe to be unlawful or contrary to the principles set out in this Code.

Kerry Divisional Policing Plan 2019

I understand that any decision not to follow an instruction needs to be fully justified.

I will make sure that I do not take - any substance, such as alcohol or drugs, that will make me unfit for work.

I will report to a supervisor if I am unfit for work for any reason.

I will use all information, training, equipment and management support I am provided with to keep myself safe and up to date with my role and responsibilities.

I will endeavour to ensure the proper, effective and efficient use of public money and resources.

I will not use social media and mobile communications in a manner that may be perceived as discriminatory, bullying, victimising or unprofessional.

Police Powers

I will respect the human rights of all people, including the right to life, to security of the person and bodily integrity; to freedom of expression; to freedom of assembly and association; to privacy; and to be free from arbitrary arrest or detention.

When it is necessary to use police powers to achieve an objective, I will make sure that my actions are in accordance with the law and proportionate.

Every time I make a decision as to whether or not to use police powers I will be prepared to account for my actions. Wherever possible, I will explain my decisions to individuals affected.

When a situation requires me to use force I will, as soon as possible, make sure that the person I used force against is safe and receives any necessary assistance.

Information & Privacy

I will recognise and respect every person's right to privacy. I will interfere with this right only when it is lawful and necessary to achieve a legitimate objective.

I will never hide, exaggerate, invent, interfere with or improperly destroy information or evidence.

I will gather, retain, access, disclose or process information only in accordance with the law and principles of data protection.

I will not improperly convey Garda information to the media or any third party.

Transparency & Communication

I will communicate and cooperate openly and effectively with colleagues, the public and with other organisations as much as possible.

I will give timely and truthful information as long as this is in accordance with the law and does not compromise an ongoing investigation. Examples of this include updating victims and witnesses about investigations.

I will fulfill any duty to disclose information and records, including information for accused people or for the Garda Ombudsman, in accordance with the law and in a timely, truthful and transparent manner.

I will make sure those victims of crime are made aware of their rights as soon as possible.

I will make sure that I communicate information in a manner that is respectful, easy to understand and sensitive to the circumstances.

I will keep accurate, complete records, especially of all interviews and complaints.

I will make sure that, unless the nature of an assignment prohibits it, I will openly display my Garda identification when I am at work.

Speaking Up & Reporting Wrongdoing

I will never ignore a colleague's unprofessional, unethical, illegal, or corrupt behaviour, regardless of the person's identity, role, rank or grade.

I will protect the integrity of the Garda Síochána by rigorously opposing unprofessional, unethical, illegal, or corrupt behaviour. Where the seriousness of the issue warrants it, I will report, challenge or take action against such behaviour.

I will support any colleague who speaks up in accordance with the law and this Code and challenge anyone who victimises a person for speaking up.

Additional Commitments of Managers

Kerry Divisional Policing Plan 2019

I will encourage and facilitate speaking up and reporting wrongdoing at every level in the organisation.

I will ensure that matters brought to my attention are considered, are investigated where necessary, and the appropriate action taken.

I will be open to matters raised by colleagues and learn from feedback and from reports of wrongdoing.

Leadership

I will contribute to a positive and healthy working environment.

I will maintain and promote professional standards and the standards of this Code.

I will aim to behave in a manner which brings credit on the Garda Síochána and myself thereby promoting public confidence in policing.

I will be accountable for orders or instructions I give to others, for the carrying out of those orders and for their consequences.

Additional Commitments of Managers

I will strive to make sure that people I work with carry out their duties in a way that follows this Code.

I will make sure that people I work with are effectively supported and guided in performing their duties and maintaining this Code.

I will do whatever I can, in my role, to protect and support the physical and mental wellbeing of people I work with.

I will ensure that matters brought to my attention are considered, are investigated where necessary, and the appropriate action taken.

I will be open to matters raised by colleagues and learn from feedback and from reports of wrongdoing.