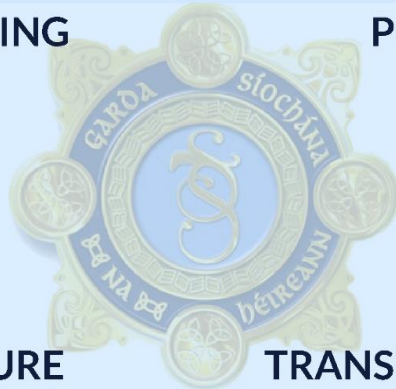


AN GARDA SÍOCHÁNA

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

Kilkenny Carlow Divisional Policing Plan 2019

Kilkenny Carlow Divisional Policing Plan

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An Garda Síochána Strategy 2019 – 2021:

Our Mission - Keeping People Safe

GARDA SÍOCHÁNA MISSION & STRATEGY 2019 - 2021

OUR PEOPLE - OUR GREATEST RESOURCE

Continuous Professional
Development

Strong Visible
Leadership

Employee
Wellness

Resource
Deployment

COMMUNITY POLICING

Partnership Development
Protecting the Vulnerable
Listening & Responding
Visible Policing

PROTECTING PEOPLE

Reducing Crime & the Fear of Crime
Information-led Policing
Investigation Standards
Supporting Victims
Road Safety

National Security
International Co-operation
Security & Intelligence Capacity

A SECURE IRELAND

Technology
Data Quality
Communication
Operating Model
Governance, Accountability &
Transparency

TRANSFORMING OUR SERVICE

Human Rights Strategy

A Learning Culture

Equality and Ethics

A HUMAN RIGHTS FOUNDATION

KEEPING
PEOPLE SAFE

Regional Officer's Foreword

I am pleased to introduce the South Eastern Region Policing Plan 2019-2021, the first of three plans developed in support of the Strategy Statement 2019-2021

In line with the National Policing Plan, this plan focuses on delivering a victim centred policing service, focussed on keeping people safe, protecting the most vulnerable and providing a consistently high standard of service.

It takes into account the challenges which face An Garda Síochána: Victim service delivery, increased vulnerability of victims, domestic abuse victims, growth and complexity of fraud and cyber-crime and increased and changing demands on Garda time.

The Community Policing, Protecting People and A Secure Ireland sections of the plan outline how we will deliver policing and security services in 2019.

Keeping communities safe at home, on the streets, on our roads and on-line requires the collaboration of the specialist resources at our disposal. Community Gardaí, Crime Prevention Officers, Forensic Investigators, Public Order and Roads Policing Management personnel complete the type of work that supports vulnerable people and offers strength and resilience to our communities.

The Transforming our Services, Our people - Our Greatest Resource and A Human Rights Foundation sections outline how we will provide the best possible policing service underpinned by our obligations under section 42 of the Irish Human Rights and Equality Act 2014.

Our Code of Ethics sets out what you, the public, can expect from us and encompasses the values of the organisation – honesty, integrity, equality and respect - as well as our commitment to protecting human rights.

- *How we deliver policing has a direct impact on our communities and will influence the trust and confidence people have in us. How we deliver is as important as what we deliver.*
- *The Code of Ethics outlines how we will keep people safe. It sets out the standards of behaviour that our communities can expect from us and that Garda members and Garda staff should expect from each other.*
- *By following the Code of Ethics we will ensure we deliver the best possible service to our communities and each other.*
- *An Garda Síochána exists to keep people safe. We do this with honesty, integrity, equality and respect, and by upholding fundamental human rights, to make sure that everyone we come into contact can trust and support the service we provide.*

I am confident that the ongoing dedication and professionalism of our members will help to ensure that the objectives of these programmes are achieved in this Region and provide a focus on areas which will assist in improving the service delivered to our communities.

Michael Finn

Assistant Commissioner



Kilkenny Carlow Divisional Policing Plan

Divisional Officer's Foreword

I am delighted to introduce Kilkenny Carlow Divisional Policing Plan 2019. This policing plan is based on feedback from the community, our own people, external stakeholders including the Minister for Justice & Equality and taking cognisance of section 20, Garda Síochána Act 2005. This annual policing plan is the first plan developed in support of the Strategy Statement 2019 – 2021. I will continue prioritise our communities in our policing goals and deliver a victim focused policing service. I will focus Garda efforts on protecting the most vulnerable in our community and deliver a consistent high standard to all.

In preparing the 2019 Divisional Policing Plan, I have consulted with both Co Kilkenny and Co Carlow Joint Policing Committees to ensure our positive collaboration has identified a roadmap to allow us achieve our joint goals. I, with my management team, will report to our Joint Policing Committees regularly to inform on progress in respect of our targets. I have also consulted our communities including through our Divisional Community Engagement Fora Framework, our members and both statutory and non-statutory stakeholders.

The serving members of An Garda Síochána, both permanent and Reserve Gardaí, supported by Garda Staff are clearly the most important assets available to me in achieving these plans in serving our community. I am confident the ongoing professionalism, commitment and hard work of personnel within this Division will continue to result in keeping communities and individuals safe in their homes, neighborhoods and on our roads.

Our policing plan will focus our attention on the activities which will best realise our mission, 'Keeping People Safe'. As Guardians of the Peace this is at the core of what we are mandated to do and this will be the guiding principle upon which I will base strategic and operational decisions throughout the year.

2018 was a very successful year for policing in the Kilkenny Carlow Division. Together, we have maintained our significant reductions across all the main crime categories. While accepting that one crime is too much for any victim, the combined Garda efforts have reduced Property Crime by 15%. The category of burglary (not aggravated) alone has dropped below 400 incidents and is down 7%, year on year. Crimes against the Person has been reduced by 9%, Robbery from an Establishment has been reduced by 12%, Robbery from Person was reduced by 25%, and Theft (Other) has been reduced by 26%. These statistics are a credit to the working Garda teams, both plain clothes and uniform, in both Co Kilkenny and Co Carlow.

For 2019, our focus will be on six key areas: Community Policing, Protecting People, A Secure Ireland, Transforming our Service, Our People – Our Greatest Resource and a Human Rights Foundation. An Garda Síochána is committed to our public service positive duty obligations under section 42, 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.

I will lead the development of a strong performance culture which will be key to ensuring the long term delivery of progressive organisational change and professional victim focused services.

I will evaluate performance against quantifiable evidence based indicators such as the Public Attitude Surveys, a reduction in Crimes against the Person and Crimes against Property, a reduction in serious injuries and road deaths and evidence of enhanced employee engagement demonstrated through a new cultural audit in 2021.

In 2019, we will re-double our efforts to deliver a policing and security service that the people of Kilkenny Carlow Division are proud of. In this regard, I am confident that we will deliver an excellent and continuously improving policing and security services for the citizens of this Kilkenny Carlow Division.

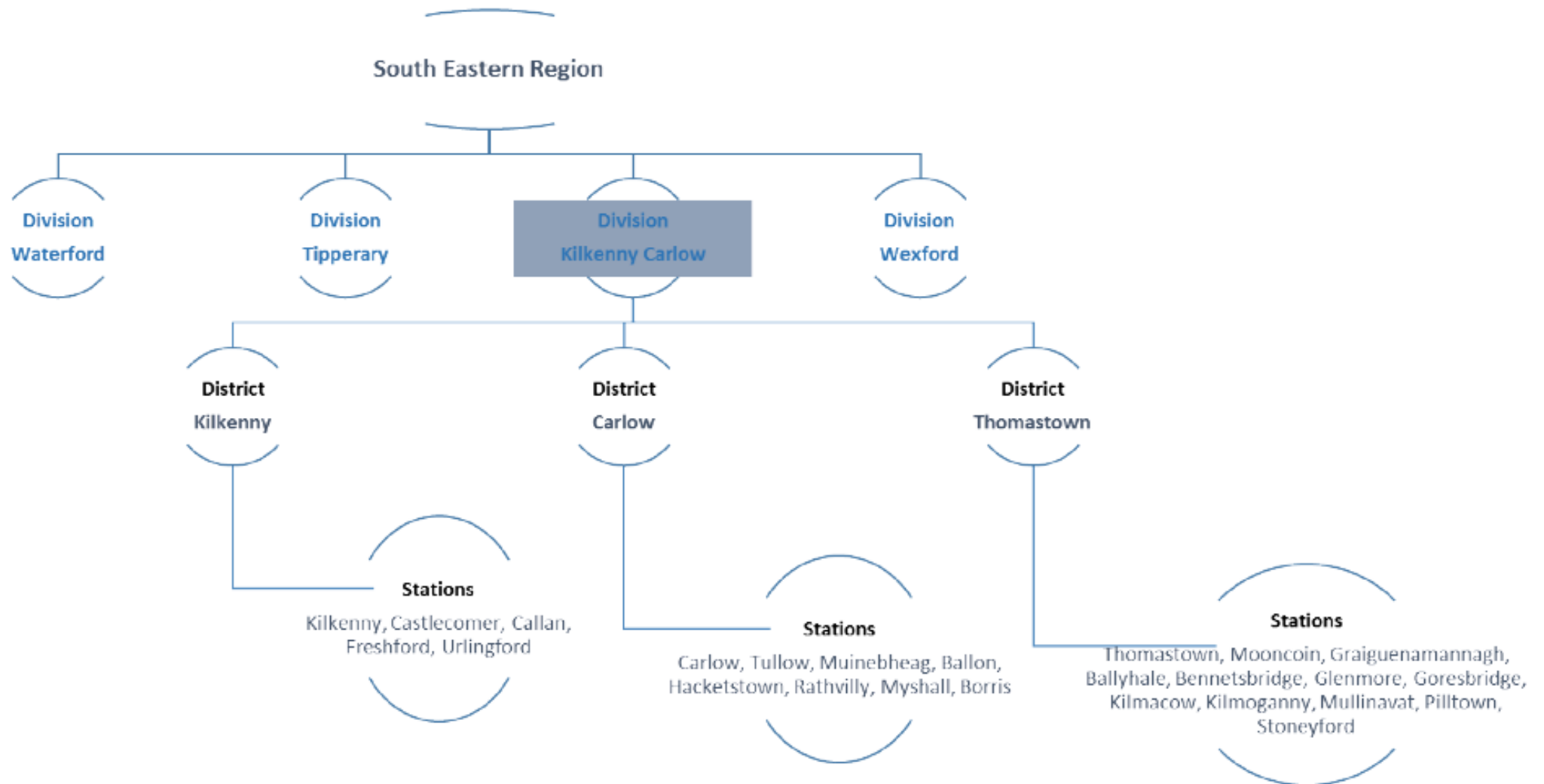
Finally, our organisation is only as good as the co-operation and support we receive from the public we serve. The most valuable asset An Garda Síochána is the people we serve. I ask that people in the Kilkenny Carlow Division work with, and support their local Gardaí in partnership, to make the Kilkenny Carlow Division a safe place in which to live, work and visit.

Dominic Hayes

Chief Superintendent



Our People & Organisation









Stations within the Kilkenny Carlow Division with a 24 hour capability

| District | Station | District & Superintendent | Opening Hours | Telephone |
|------------|------------|--------------------------------|---------------|-------------|
| Kilkenny | Kilkenny | Superintendent Derek Hughes | 24/7 | 056 7722222 |
| Carlow | Carlow | Superintendent Aidan Brennan | 24/7 | 059 9136620 |
| Thomastown | Thomastown | Superintendent Carmel Banville | 24/7 | 056 7754150 |
| | Emergency | 112 or 999 | | |
| | Crimecall | 1800 40 50 60 | | |

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 response 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)

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.

| Activities | Outcomes |
|--|---|
| <ul style="list-style-type: none"> Co Kilkenny and Co Carlow Joint Policing Committees to continue to be a listening forum to identify community needs Divisional Community Engagement Fora to be held at least fifteen (15) times per year Local Policing Partnership to be piloted in Municipal District of Castlecomer in Q2, 2019 and to be rolled out thereafter in Piltown, Muinebheag and Tullow before Q4, 2019. Engage Co Kilkenny and Co Carlow Age Friendly Forum Engage Older Persons Forum in Co Kilkenny and Co Carlow to further reach out to older persons in our community. Continue to work closely with Public Participation Network Conduct meetings with Neighborhood Watch, Community Alert, Business Watch and Campus Watch AGM held in each District. Garda Victim and Community Engagement Office to be a platform to promote a close relationship between the community and AGS Full utilisation of the Garda Schools Program to promote a close relationship with our young people and delivery of key service messages. Pilot a Garda Column in local broadsheet newspapers, to include communications with older persons. Engage with the public to identify and address policing priorities in Kilkenny Carlow Division through Garda text alerts, KCLR and local print media. Enhance our communications strategy to harness the benefits of social media as an aid to policing and criminal investigations. Ensuring proper registration of Text Alert Schemes and foster increased use of the schemes. | <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 |

Kilkenny Carlow Divisional Policing Plan

| | |
|---|--|
| <ul style="list-style-type: none"> • Structure Divisional Text Alert Schemes through Divisional Heat Maps to ensure optimum divisional coverage. • Use Divisional FACEBOOK as another platform to engage our communities. • Increasing the proportion of Public Attitude Survey respondents who are aware of crime prevention campaigns run by An Garda Síochána to 80%. Maintained at that level throughout 2017. • Continue momentum in Kilkenny City Safe Initiative and pilot Carlow Town Safe Model to work with business groups, including hospitality industry to continue to reduce public disorder and antisocial behaviour. | |
|---|--|

| 1.2 Anti-Social Behaviour, Public Order & High Visibility Policing | |
|--|--|
| Providing a visible responsive proactive policing service, targeting antisocial behaviour/public order hotspots to improve quality of life for residents and visitors | |
| Activities | Outcomes |
| <ul style="list-style-type: none"> • Conduct high visibility Divisional policing operations such as Operation Thor, Project Storm and Operation Infinity that ensures Garda presence on public roads • Continue implementation of Kilkenny City Safe and pilot Carlow Town Safe Model to work with business groups, including hospitality industry to continue to reduce public disorder and antisocial behaviour. • Continue momentum in Kilkenny Cares Initiative and pilot Carlow Cares Model to work with business groups, including hospitality industry to continue to reduce public disorder and antisocial behaviour. • Prioritise use of Garda resources through Kilkenny Sectoral Policing Model • Concentration of high visibility uniform patrols in public order “hot spots” especially during weekends and hours of darkness • Promotion of the Transition Year Programme “Safer Socialising” in both Co Kilkenny and Co Carlow for all TY students • Proactive Hi Visibility Crime Checkpoints to promote feelings of safety in the community • CCTV two phase project envisaged for Kilkenny City in conjunction with Kilkenny County Council. Roll out similar project in Co Carlow in association with Carlow Local Authority. | <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) |
|---|
|---|

Kilkenny Carlow Divisional Policing Plan

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.

| Activities | Outcomes |
|---|--|
| <ul style="list-style-type: none"> Continuing to encourage all victims of crime and in particular, victims of Hate Crime to come forward and report such incidents Increase communication with victims of crime regarding investigation progress Garda Diversity Officers, Senior Investigating Officers and Specialist Interviewers to support investigations involving minorities and vulnerable groups Support the ongoing implementation of the Joint-Agency Approach to Crime (J-ARC) initiative Support the ongoing implementation of Strategic Approach to Offender Recidivism (SAOR) within Division Continue to enhance contact with minority religious & cultural communities within Division through Garda visits to homes and places of worship. Build on existing relationships with our ethnic communities including our Muslim communities in both Kilkenny and Carlow through face to face meetings with local management to enhance cultural understanding. Garda Victim and Community Engagement Office to be a platform to promote a close relationship between minority and vulnerable groups and AGS Promotion of the Transition Year Programme “Safer Socialising” in both Co Kilkenny and Co Carlow for all TY students Trained members of the Divisional Protective Services Unit to support investigation of all incidents of hate crimes/bias motivated crimes. | <ul style="list-style-type: none"> Increased satisfaction /An Garda Síochána: listens/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 |

1.4 Children and Young People

Engage with and support young people, providing guidance to keep them safe

| Activities | Outcomes |
|--|--|
| <ul style="list-style-type: none"> Roll out Safer Socialising programme in Q2, 2019 in both Co Kilkenny and Co Carlow. Continue implementation of Schools Programme by visiting both secondary and primary schools. Full use of Garda Youth Diversion Programme in diverting young people away from crime Annual Youth Awards Ceremony to take place in Q4, 2019 to recognise Community Achievement of groups/individuals, especially younger people. Promotion of Drugs Awareness Talks through Crime Prevention Officer | <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: |







Kilkenny Carlow Divisional Policing Plan

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|--|---|
| <ul style="list-style-type: none"> • Divisional Protective Services Unit (DPSU) to promote education and understanding of “sexual consent” and also available support services • Promotion of roads safety awareness through targeted talks directly aimed at schools in senior cycle • Community Policing Units to integrate talks on Cyber Safety to local communities and secondary schools • Local Policing Partnership to be a forum to discuss issues affecting younger people • Open channels of communication with Vintners in Co Kilkenny and Co Carlow to support our young people in keeping them safe | <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 | |
|--|---|
| Full implementation of the National Drugs Strategy through both enforcement and also supporting families affected by drugs | |
| Activities | Outcomes |
| <ul style="list-style-type: none"> • Continue implementation of Reducing Harm, Supporting Recovery - A health- led response to drug and alcohol use in Ireland 2017-2025, especially for allegations of drug related intimidation • Community Talks by Crime Prevention Officer to increase education and awareness of habitual drug use, especially in younger people • Increasing detections for sale and supply of drugs compared to detections in 2018. • Targeting areas where residents are more vulnerable to drug use • Full support of organisations working with young people such as Ossory Youth, Kilkenny and The Vault, Carlow in deterring young people away from drugs • Safer Socialising programme to be used as a feedback mechanism for our young people which can guide Garda strategy actions. • Full engagement with the Garda Schools Programme to identify young people most vulnerable to drug related issues | <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 |  |

An Garda Síochána: Ag Coinneáil Daoine Sábháilte - Keeping People Safe

Kilkenny Carlow Divisional Policing Plan

| | |
|--|---|
| Perception of crime as a very serious or serious problem |  |
| Standard of investigations |  |

| | |
|---|---|
| Satisfaction that AGS listens to and response to community concerns |  |
| Garda visibility |  |

| | |
|--|---|
| Perception that An Garda Síochána is managing crime nationally |  |
| Legislative compliance |  |

| 2.1 Investigation and Detection (Burglary, Robbery, Assault and Volume Crime) | |
|--|---|
| A comprehensive approach to all aspects of crime investigation and detection, delivering improved investigative outcomes | |
| Activities | Outcomes |
| <ul style="list-style-type: none"> Managing crime utilising the Performance and Accountability Framework and Divisional Crime Conference Engaging with regional crime management structures Full rollout of the Investigation Management System (IMS) Continuous reviewing of undetected crime. Identifying and addressing reasons for non-detection of incidents Ensuring mandatory investigative actions are completed Enhancing the use of Crime Scene Investigation Promotion of pro charge policy where offenders commit crime Ensuring bail and curfew compliance Management of Offenders in line with SAOR policy Utilising forensic evidence Provide training to ensure better use of CCTV evidence. Implementation of national assault reduction plan initiatives Leveraging the benefits of crime analysis services Support joint cross border policing strategy by conducting Divisional operations against subversive and anti-terrorist groups operating in the Kilkenny / Carlow Division and exchanging intelligence with other Police forces towards shared operational goals. Maintain targeted Divisional policing operations against identified targets. Profile individuals, institutions and businesses at risk of terrorist attack or attention Use Computer Crime Investigation Unit to enhance local investigative capability and also identity member(s) for training to develop local capability to investigate cybercrime Divisional Community Engagement Fora to be held at least fifteen (15) times per year Operation Carwash to target travelling criminals using motorway to access and egress from Division. Garda Victim and Community and Engagement Office to offer support to victims who have experienced and are affected by crime | <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 |

Kilkenny Carlow Divisional Policing Plan

| 2.2 Crime Prevention | |
|--|---|
| Reduce the incidence of crime through education, awareness and community collaboration | |
| Activities | Outcomes |
| <ul style="list-style-type: none"> • Crime prevention activities <ul style="list-style-type: none"> - Engage and educate communities on crime prevention - Augment Divisional capacity of CCTV systems in public places • Implement National Crime Prevention & Reduction Strategy initiatives as communicated by CEPS • Support the National Crime Prevention and Reduction Strategy by amongst other measures: <ul style="list-style-type: none"> - Mapping of Divisional Text Alert ongoing to identify area deficiencies. - We will continue to supply general messages to Text Alert Groups - We will continue to enhance the Text Alert experience • Continuous enhancement of crime slot. Garda Community Assist to continue to air weekly every Wednesday at 10.30am on Kilkenny Carlow Local Radio (KCLR). Four (4) broadcasts for month specified. • Engaging with the public to identify and address policing priorities in Kilkenny Carlow Division through KCLR and local media. • From call to Court, where we can intercede with Crime Prevention Advice, we will do so. • Pilot Training of Crime Prevention Awareness from Community to bring Crime Prevention message to others. • Improving public opinion regarding the ability of An Garda Síochána to tackle crime through the following targets. <ul style="list-style-type: none"> - Maintain rate of detection for assault with 2018 figures. - Maintain rate of detection for burglary with 2018 figures. - Maintain rate of detection for robbery with 2018 figures. - Reduce incidents of assault by 5% with 2018 figures. • Increased recording of incidents with a hate motive against 2017 baseline. | <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 |

Kilkenny Carlow Divisional Policing Plan

2.3 Controlled Drugs

Enforcement of drugs legislation, focussed on the sale and supply of controlled drugs

| Activities | Outcomes |
|---|--|
| <ul style="list-style-type: none"> Increasing detections for sale and supply of drugs compared to detections in 2018. Profile and target prolific offenders Identify targets and deprive them through statutory structures of the proceeds of crime Avail of full organisational capabilities, including Garda National Drugs Unit and Forensic Science Laboratory Full use of Presumptive Drugs Testing in the promotion of a pro charge policy. Increasing the number of firearms seized compared to seizures 2018. | <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 |

2.4 Organised Crime (including firearms offences, Human Trafficking and European Arrest Warrants) <Redact from published plans>

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[illegible][illegible]

Kilkenny Carlow Divisional Policing Plan

| | |
|--|---|
| | <ul style="list-style-type: none"> ○ Managing crime locally & nationally • Reduced fear of crime / Increased feelings of safety • Increased visibility |
|--|---|

2.6 Offender Management & Recidivism (including Child Diversion & SAOR)

A reduction in offending through the effective implementation of SAOR and Child Diversion policies

| Activities | Outcomes |
|---|---|
| <ul style="list-style-type: none"> • Focused Implementation of Opportunities Oriented Prolific Offender Management Divisional Strategy - five pillar strategy to manage prolific Operation Thor Targets within Division by: <ul style="list-style-type: none"> ○ Preparation -Criminal Intelligence Officers register an interest on Pulse for all Operation Thor targets in their District(s) to ensure they will be notified immediately of any warrants issued, curfew breaches detected, opportunities to prosecute etc. ○ Proactive Tasking - All prolific offenders will be monitored proactively and bail conditions enforced where applicable. BRU, RSU and Op Thor patrols will be tasked with 'active monitoring' during each tour of duty recording all monitoring activity on Pulse. ○ Scanning - Criminal Intelligence Officers detect an opportunity (e.g. breach of curfew) and generate an action (e.g. obtain warrant under Section 9 of the Bail Act, 1997). ○ Action - Action forwarded to next available target manager in District according to working roster and CC'd to D/Sergeant who will supervise the completion of the action within the next tour of duty. ○ Outcome - Outcome reported to Criminal Intelligence Officers who will generate a bulletin and update the Operation Thor Target Bail Conditions Bulletin. ○ Engagement with Tusla and other welfare stakeholders in managing prolific offenders | <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

Kilkenny Carlow Divisional Policing Plan

| 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 | |
|--|--|
| | |
| Activities | Outcomes |
| <ul style="list-style-type: none"> Increased victim satisfaction in 2018. Increase availability of Victims and Community Engagement Office in 2019 Increase engagement with victims regarding investigative actions Continue to enhance feedback to communities and victims through Victims Service Office outlining positive outcomes to Garda investigations and provision of regular updates on Garda investigative activities. Ongoing liaison with Co Kilkenny and Co Carlow Federations for Victim Assistance at Divisional and District level. Nominated Sergeant in each District as continued point of contact for local Federation of Victim Assistance. Advertise availability of Federation of Victim Assistance Services in County Kilkenny and County Carlow on Crime Prevention leaflets. Sourced Accommodation for Federation for Victims Assistance within Court Services to counsel victims prior and post Court appearances, if required. Victim and Community Engagement Office available to victims of crime Garda management available to meet persons affected by Garda related matters | <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 Improved perception of An Garda Síochána as: <ul style="list-style-type: none"> Helpful & Community focussed Managing crime locally & nationally |

| 2.8 Missing Persons | |
|--|--|
| Effective management of all missing persons cases in compliance with Garda policy | |
| | |
| Activities | Outcomes |
| <ul style="list-style-type: none"> Maintain ongoing contact with Missing Person families to alert them of investigation status through a nominated Sergeant | <ul style="list-style-type: none"> Increased satisfaction with An Garda Síochána: <ul style="list-style-type: none"> Listens/responds to community concerns |

Kilkenny Carlow Divisional Policing Plan

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|--|--|
| <ul style="list-style-type: none"> • Maintain a Garda Missing Person Log for all persons reported missing • All Garda actions for Missing Persons to be updated to PULSE in real time • Missing Persons investigations to be reviewed at Daily PAF • Review quarterly number of Missing Persons outstanding • Care Homes in each District to be visited quarterly – Inspector Anthony Farrell nominated managerial contact for Children Missing from State Care • Full use of available media outlets, including social media to be utilised in searches for missing persons | <ul style="list-style-type: none"> • Increased trust • Reduced fear of crime / Increased feelings of safety • Increased perception 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 |
|--|--|

| 2.9 Domestic Abuse | |
|---|--|
| Provision of an empathetic responsive service to all victims of domestic abuse, in line with relevant Garda policy and legislation | |
| | |
| Activities | Outcomes |
| <ul style="list-style-type: none"> • 1 Providing in person call-backs to domestic violence victims • Review incidents of domestic violence cases through the newly established Divisional Protective Services Unit • Introduce a mechanism for measuring call-backs to victims of domestic abuse • Divisional Inspector Audrey Dormer appointed to collate incidents of domestic violence • A reduction in the reporting - recording time gap (PULSE) • Review quarterly PULSE recorded domestic abuse incidents • Weekly Review of Incidents at District PAF • Maintain Management Review, Tasking and Co-Ordination Incident Lists • Promotion of available supports through information leaflets and Kilkenny Women's Refuge, Rape Crisis Centre and Ruhama | <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 ○ Managing crime locally & nationally • Reduced fear of crime / Increased feelings of safety • Increased visibility |

| 2.10 Sexual Offences | |
|--|----------|
| Provision of an empathetic responsive service to all victims of sexual crime, in line with relevant Garda policy and legislation | |
| | |
| Activities | Outcomes |

Kilkenny Carlow Divisional Policing Plan

| | |
|---|---|
| <ul style="list-style-type: none"> Review incidents of sexual crime through the newly established Divisional Protective Services Unit Increased reporting of sexual offences compared to 2018 Increased detection of sexual offences compared to 2018 Increased number of victims of Human Trafficking identified. Ongoing engagement with Rape Crisis Centre in Co Kilkenny & Co Carlow and with “Tackling Trafficking in Human Beings” training delivered to nominated District personnel Divisional Operations targeting human trafficking, prostitution and brothel keeping to be conducted in liaison with national units and NJO. The number of suspects identified in relation to the possession or distribution of child pornography The identification of an increased number of victims of sexual exploitation on the internet Review all Divisional Sexual Crime for period 2012 – 2018 Engagement with other agencies such as Ruhama, Rape Crisis Centre and Women’s Refuge to support victims of sexual crime Management and tasking of sexual crime investigations by DPSU | <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 |
|---|---|

| 2.11 Roads Enforcement Activities (including the National Roads Policing Operations Plan) | |
|--|---|
| Reduce collisions, road deaths and serious injuries through enforcement of key lifesaver offences (speeding, drink driving, seatbelt and mobile phone offences) and relevant legislation. | |
| Activities | Outcomes |
| <ul style="list-style-type: none"> Divisional Roads Policing Agenda to be driven through four key pillars: education, engagement, enforcement and engineering. Increase lifesaver offence detections - targets as set out in An Garda Síochána Road Safety Strategy 2013-2020, achieved Increase MIT breath tests performed Implement National Roads Policing Operations Plan Divisional Operation Crossover, designed to make safer roads, to be implemented weekly, every Tuesday in Carlow and every Wednesday in Kilkenny Incrementally increasing resources allocated to Roads Policing Units as follows: <ul style="list-style-type: none"> two Sergeant, three Gardaí, Co Kilkenny; one Sergeant, one Garda Co Carlow by Q4 2019 Develop a targeted schedule of weekly checkpoints. Continue to provide Divisional Roads Policing Units with tailored education and on the ground training Increasing road-user compliance and Garda visibility, as measured by the Road Safety Authority. Decreasing fatalities by 20% from 2018 statistics. Decreasing serious injuries from 2018 statistics in line with national targets within the Government's Road Safety Strategy 2013-2020. | <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 |

Kilkenny Carlow Divisional Policing Plan

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| <ul style="list-style-type: none"> • All Garda resources contributing to targeted enforcement of road traffic legislation to reduce road fatalities and serious injuries. • Intelligence led establishment of high visibility road traffic and crime prevention checkpoints on the public roadways and motorways to target and disrupt individuals/groups using the roads networks for criminal gain. • Conduct checkpoints conducted at collision prone locations, school locations and national routes. • Conduct successful interceptions using A.N.P.R. • Intelligence from ANPR and Go Safe Vehicles shared with criminal investigations. • Increasing the Conduct checkpoints Identifying emergent collision prone zones and target with Go Safe technology to improve compliance with speed limits. • Full use of HGV inspection station off the M9 at Paulstown with vehicle weighing capabilities in association with the Local Authority. • One bi-lateral agency checkpoint conducted in Division each week. • Co-Operation with multi agency checkpoint conducted in Division monthly. • Conduct criminal intelligence reports submitted by Roads Policing personnel. • Conduct targeted high visibility strategic crime checkpoints aimed at detecting and disrupting travelling criminals completed and implemented. • Support the joint agency road safety National Media Strategy | |
|---|--|

| 2.12 Road Safety Education & Awareness | |
|---|---|
| Promotion of the Road Safety Message through all available platforms against pillars of Education, Engagement, Enforcement and Engineering | |
| Activities | Outcomes |
| <ul style="list-style-type: none"> • Effective communication of road safety messages with road users via our social media and other media channels • Promotion of Road Safety Message at Divisional Community Engagement Meetings • Roll out a Safer Socialising programme promoting road safety message • Targeted public and educational media approach through ongoing media campaigns. • Quarterly Collision Prevention Programme meetings with road safety partners in each County within Division • Conduct consultations with partner agencies • Deliver Road Safety Presentation to employees of large companies. For example, VHI and ESB. • Deliver road safety table quiz to secondary schools within Division. • Road Safety messages delivered through national media namely Crimecall programmes, local press and radio and Road Safety Stands at public events. | <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 |

Kilkenny Carlow Divisional Policing Plan

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|---|--|
| <ul style="list-style-type: none"> • Co-branding of road safety messages in conjunction with the Road Safety Authority and Local Authorities • Delivery of Restorative Justice Road Safety Programme to vulnerable youths who have Road Traffic Offences. | |
|---|--|

2.13 Event Management

Proactively manage large gatherings of people to ensure safety of all persons

| Activities | Outcomes |
|---|---|
| <ul style="list-style-type: none"> • Fuller risk assessed policing plan for all large gathering of persons including Nowlan Park and Netwatch Cullen Park • Operational Order to guide delivery of Garda service to manage weekend and night time economy • Lead out on delivery of a professional Garda service for the National Ploughing Championship 2019 in Ballintrane, Fenagh, Co Carlow in September 2019 • Training of Garda staff to deal with event management | <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

<Redact from published plans>

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 <Redact from published plans>

| [Redacted] | |
|--|--|
| [Redacted] | |
| Activities | Outcomes |
| <ul style="list-style-type: none"> [Redacted] [Redacted] [Redacted] [Redacted] [Redacted] [Redacted] [Redacted] | <ul style="list-style-type: none"> [Redacted] [Redacted] [Redacted] [Redacted] [Redacted] [Redacted] [Redacted] |

Kilkenny Carlow Divisional Policing Plan

3.2 Border Security & Cross Border Crime <Redact from published plans>

[Redacted]

| Activities | Outcomes |
|--|---|
| <ul style="list-style-type: none">[Redacted][Redacted][Redacted] | <ul style="list-style-type: none">[Redacted][Redacted][Redacted][Redacted][Redacted][Redacted][Redacted][Redacted] |

3.3 Major Emergency Management <Redact from published plans>

[Redacted]

| Activities | Outcomes |
|--|--|
| <ul style="list-style-type: none">[Redacted][Redacted][Redacted][Redacted][Redacted][Redacted][Redacted][Redacted][Redacted] | <ul style="list-style-type: none">[Redacted][Redacted][Redacted][Redacted][Redacted] |

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

Inspections will be conducted on a quarterly basis, evaluating performance at an operational, administrative and management level in compliance with HQ Directive 59/2014

| Activities | Outcomes |
|--|---|
| <ul style="list-style-type: none"> Divisional inspection and reviews in line with Garda policy on 59/2014 to be conducted bi-annually Remedy any shortcomings identified in Inspections and Review Enhance robust governance structures to ensure deficiencies are remedied Review management of incidents through a results driven strategic approach – classification, deliberation and review | <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

Ensure the effective management of risk within the Division to support the achievement of goals and objectives.

| Activities | Outcomes |
|--|--|
| <ul 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. Monthly review of the Divisional Risk Registers with findings submitted to A/Commissioner, Kilkenny | <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 |

Kilkenny Carlow Divisional Policing Plan

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|--|--|
| <ul style="list-style-type: none"> Monthly review and evaluation of both corporate and operational risks at managerial and operational level. | |
|--|--|

4.3 Financial Management

Effective management of all spending within the District , ensuring policing services are delivered within budget

| Activities | Outcomes |
|--|--|
| <ul style="list-style-type: none"> Ensure the ongoing, dynamic management of all budgets within the Kilkenny Carlow Division Review monthly financial reports to identify key cost drivers on ongoing basis with a focus on controllable costs (OT, T&S, other non-pay related costs) Review Towing contract management / procurement processes to ensure adherence to Government guidelines Value for money approach to guide all actions | <ul style="list-style-type: none"> Increased perception that An Garda Síochána is well managed Increased trust Increased visibility |

4.4 Data Quality

Engaging in activities to support an improvement in organisational data quality

| Activities | Outcomes |
|--|---|
| <ul style="list-style-type: none"> Reducing the number of incidents created after 24 hours Reducing by 5% the number of HISTORIC incidents with status of Review/Clarification Reducing by 5% the number of RECENT incidents with status of Review/Clarification Reducing the number of incidents created manually Goal regarding paper based FCPS notice returns Goal regarding GPS recording for all Indictable & Road Traffic | <ul style="list-style-type: none"> Increased trust Increased perception that An Garda Síochána is well managed Enhanced Data Quality |

Kilkenny Carlow Divisional Policing Plan

| 4.5 Change Projects | |
|---|---|
| Full support to organisational initiatives for positive change | |
| Activities | Outcomes |
| <ul style="list-style-type: none"> Full decoupling of Kilkenny Carlow Divisional Control Room to support the Regional CAD Model in Q3, 2019 Rollout of IMS in Q4,2019 Proactively manage the recruitment of the Garda staff process where Gardaí on indoor duty are released to front line operational service. 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 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 | |
|---|--|
| Proactively manage Divisional Accommodation in ensuring our buildings continue to be fit for purpose | |
| Activities | Outcomes |
| <ul style="list-style-type: none"> Convene meeting with Mr Sean Murphy, Estate Management to personally review Divisional Accommodation in Q1, 2019 Identify small "value for money" spends that will enhance Garda buildings Deficiencies in Garda buildings to be immediately remedied Review Divisional Accommodation and assess needs for additional structural and ancillary improvement works | <ul style="list-style-type: none"> Enhanced working environment Improved perception of An Garda Síochána as well managed |

Kilkenny Carlow Divisional Policing Plan

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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 |  |
|---------------------|---|-------------------|---|---------|---|

5.1 Engagement, PALF and front line briefing

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

| Activities | Outcomes |
|---|--|
| <ul style="list-style-type: none"> • Face to face briefings of teams by Inspectors and supervisory Sergeants at parade time • Operational agility to react to crime trends with targeted deployment of covert and overt patrols • Targeted deployment of resources to communities to support community policing • All members trained in the PALF process • Active engagement with Garda staff in the promotion and management of the PALF process • Managers effectively manage the PALF process throughout the year | <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 |

5.2 Health and Safety Compliance & Promotion

Ensure the health and safety is a focused priority for all out actions in helping keep our members and stakeholders safe

| Activities | Outcomes |
|---|--|
| <ul style="list-style-type: none"> • 1 Raise members awareness regarding 6 C's first responders safety principals • Divisional Officer to chair quarterly meetings on Divisional Health and Safety • Divisional Officer to chair quarterly meetings on Welfare of members. • Divisional Officer to chair quarterly meetings on Divisional Risk. | <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: |

Kilkenny Carlow Divisional Policing Plan

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|---|---|
| <ul style="list-style-type: none"> Each District to identify a Health and Safety Champion who will be led by the nominated Inspector for Health and Safety Inspector Liam Connolly Each District to ensure sufficient members are selected and trained as Peer Supporters. Each District to ensure effective engagement with the Employee Assistance Service | <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

Investing in the physical and mental wellness of our people

| Activities | Outcomes |
|---|---|
| <ul style="list-style-type: none"> Divisional Officer to chair quarterly meetings on Welfare of members. Each District Officer will actively engage the support services of the organisation including Employee Assistance, 24/7/365 counselling service, Peer Support and the Chief Medical Officer in supporting wellness of our members. Each District Officer will manage staff absences and provide all necessary supports to members to ensure a speedy return to work. District Officers to hold a wellness and health seminar in 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 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 |

5.4 Civilianisation

Identification of roles suitable for civilianisation and reallocation of personnel to operational policing duties

| Activities | Outcomes |
|--|--|
| <ul style="list-style-type: none"> Ensure Garda staff are deployed to roles that allow reallocation of uniform personnel to front line policing duties Ensure Garda staff are deployed to roles that best suit their skills Develop skills of new Garda staff to maximise their potential within the organisation Promote civilianisation of suitable roles to maximise available Garda personnel to operational field | <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 |

Kilkenny Carlow Divisional Policing Plan

| | |
|---|---|
| <ul style="list-style-type: none"> • Reallocation of personnel to policing duties upon allocation of Garda staff | <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 visibility |
|---|---|

5.5 Garda Reserve Utilisation

Ensure Garda Reserves are used to their fullest potential in supporting front line operational service delivery

| Activities | Outcomes |
|---|---|
| <ul style="list-style-type: none"> • Full use of Garda Reserves in policing operations • Develop skillsets of Garda Reserves in optimising their skills in delivering a positive front line policing service • Encourage inputs from Garda Reserves to capitalise on their experience and skills | <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 |

5.6 Training Initiatives

Ensure Garda staff, sworn and unsworn, receive ongoing training to allow them reach their potential

| Activities | Outcomes |
|--|--|
| <ul style="list-style-type: none"> • Completion of online youth referral e-learning course • Conduct local CPD Training initiatives including PALF and Investigation Management System (IMS) • Conduct a Divisional training needs assessment | <ul style="list-style-type: none"> • Increased engagement with personnel • Increased trust • A better skilled workforce |

Kilkenny Carlow Divisional Policing Plan

| 5.7 Reducing Complaints / GSOC Local initiative | |
|--|--|
| Ensure the public receive an excellent service through reaching out and connecting with people, especially those who had a negative experience | |
| Activities | Outcomes |
| <ul style="list-style-type: none"> Review incidents daily with aim of preventing complaints and reaching out to Garda customers. Proactive and reactive management of complaints and complainants through GSOC approved formal early intervention process under responsibility of nominated Divisional Inspector Anti-Crime strategy and High visibility beats and strong community engagement Strong internal communication at all levels to reinforce customer service, code of ethics and professional standards Ensure a customer service / complainant focus at Divisional / District PAF meetings and an emphasis on early intervention, at daily PAF meetings chaired by Divisional Inspectors. Supervisory Sergeants to coach and mentor younger members in respect of positively dealing with complaints and complainants. Establish a structured approach for dealing with general written complaints about general policing issues in the area ensuring; <ul style="list-style-type: none"> Personal intervention with the complainant by Supervisory Sergeants If unresolved, complainant given option to speak with an Inspector Thereafter if still unresolved, the complainant should be given an opportunity to speak with the District Officer. Visit, at regular intervals, frequent complainants within the Division to reassure them that their complaints have been heard. Hold Divisional management meetings in local stations inviting local supervisory teams to attend. Crimes and incidents can be reviewed and discussed and Supervisors tasked to account for performance. Include short PowerPoint presentations on the status of crime, crime prevention, traffic and matters of local interest. Explore the implementation of initiatives led by An Garda Síochána in association with other bodies including the Health Service Executive, the local council, vintners, tourism, the local chamber, local press and media. The aims of such initiatives will be to make the District a safe place to live, visit and socialise. | <ul style="list-style-type: none"> Increased engagement with personnel Increased trust A better skilled workforce |




Kilkenny Carlow Divisional Policing Plan

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|---|--|
| <ul style="list-style-type: none">• Develop an Anti-Crime Strategy, the foundation of which is a pro arrest and pro charge policy, as necessary.• Give Inspectors responsibility for units and attending daily unit briefings. Discuss customer service with all teams as part of briefings.• Address all Superintendents, Inspectors and Sergeants on their leadership and supervisory roles in relation to the Code of Ethics, customer service and professionalism in providing policing services in the area. | |
|---|--|

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 |  |
|--------------|---|---|---|--|---|

6.1 Ethics and Human Rights Initiatives

Ensure the focus of Garda actions is based on our ethical values and the right thing to do

| Activities | Outcomes |
|---|---|
| <ul style="list-style-type: none"> Promote awareness of Garda Ethics and Human Rights at unit gatherings and briefings Garda Ethics and Human Rights to be part of all Divisional Operational Orders Feedback sessions to be convened to facilitate membership learning Any identified negative behaviour to be actioned and addressed by supervisors and Garda management if necessary | <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 |

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 | <p>I will be honest and will act with integrity.</p> <p>I will always seek the truth by establishing and reporting facts in an honest and objective way.</p> <p>I will not abuse my power or position and will have the courage to oppose and report any such abuses by colleagues.</p> <p>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.</p> <p>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.</p> | | | | | | | | | | | | | | | | |
| Respect & Equality | <p>I will recognise and respect the dignity and equal human rights of all people.</p> <p>I will treat people with courtesy and respect.</p> <p>I will treat everyone with fairness at all times, and not discriminate wrongfully.</p> <p>I will oppose and challenge any behaviour or language that demonstrates discrimination or disrespect, in particular with regard to vulnerable individuals or minority groups.</p> <p>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.</p> <p>I will show appropriate understanding and empathy to people I come into contact with.</p> <p>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.</p> <p>Examples of Wrongful Reasons for Discrimination</p> <table><tr><td>• Age</td><td>• Marital status</td><td>• Colour</td><td>• Gender non-conformity</td></tr><tr><td>• Disability</td><td>• Membership of the Traveller Community</td><td>• Nationality</td><td>• Political opinion</td></tr><tr><td>• Family status</td><td>• Religion</td><td>• Ethnic or national origins</td><td>• Residence status</td></tr><tr><td>• Gender</td><td>• Race</td><td>• Sexual orientation</td><td>• Social origin</td></tr></table> | • Age | • Marital status | • Colour | • Gender non-conformity | • Disability | • Membership of the Traveller Community | • Nationality | • Political opinion | • Family status | • Religion | • Ethnic or national origins | • Residence status | • Gender | • Race | • Sexual orientation | • Social origin |
| • Age | • Marital status | • Colour | • Gender non-conformity | | | | | | | | | | | | | | |
| • Disability | • Membership of the Traveller Community | • Nationality | • Political opinion | | | | | | | | | | | | | | |
| • Family status | • Religion | • Ethnic or national origins | • Residence status | | | | | | | | | | | | | | |
| • Gender | • Race | • Sexual orientation | • Social origin | | | | | | | | | | | | | | |
| Authority & Responsibility | <p>I will act with self-control, even when provoked or in volatile situations.</p> <p>I will take responsibility for my actions and omissions, and I will be accountable for them.</p> <p>I will support my colleagues to the best of my ability as they carry out their duties and responsibilities.</p> <p>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.</p> <p>I will challenge instructions that I believe to be unlawful or contrary to the principles set out in this Code.</p> | | | | | | | | | | | | | | | | |

Kilkenny Carlow Divisional Policing Plan

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

An Garda Síochána: Ag Coinneáil Daoine Sábháilte - Keeping People Safe

Kilkenny Carlow Divisional Policing Plan

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.