

## **Foreword**

I am pleased to introduce the Policing Plan for Co. Carlow for 2017. In formulating this plan cognisance was taken on feedback from the community, Garda Staff, and external stakeholders including the Minister for Justice & Equality and The Policing Authority as determined by Section 20 of the Garda Síochána Act 2005. The Policing Plan is informed by the Garda Síochána Strategy Statement 2016-2018; ministerial directives; resource capacity; the work of Joint Policing Committees; crime data analysis and research into international best practice in strategic planning. The plan also embraces the many developments and initiatives taking place under our extensive five-year Modernisation and Renewal Programme which has been guided to a large degree by the most recent internal and external reports.

The 2017 National Policing Plan is driven by the priorities and performance targets which have been determined in consultation with the Policing Authority. Locally, consultations have taken place with Co Carlow Joint Policing Committee to ensure that our joint endeavours are mapped and measured to assist in achieving our goals and targets. I and my team will report on a formal basis three times yearly to Joint Policing Committee and more regularly as necessary collaborate within the framework of sub - committees and working groups as determined by the JPC.

Whilst continuing to build the District Human Resource capacity to the required level I will endeavour to deliver to the communities of Co. Carlow to the highest achievable standards. The focus of my efforts will be towards maintaining front line services and high visibility.

An Garda Síochána relies on the consent of the public to police and their total support and partnership as we go about our daily business. I urge communities across the county to work with their local Gardai to make the District a safe place within which to live by reporting crime or any suspicious activity to their local Garda Station or by dialling 999 or 112 or calling the Garda confidential line at 1800 666 111.

**Gerry Redmond**  
**Superintendent**

**The County Carlow District Policing Plan 2017 will focus on five key areas:-**

- (1) National and International Security
- (2) Confronting Crime
- (3) Roads Policing
- (4) Community Engagement & Public Safety
- (5) Organisational Development and Capacity Improvement

## ***Our Vision***

To be a beacon of 21<sup>st</sup> century policing and security

## ***Our Mission***

To deliver professional policing and security services with the trust, confidence and support of the people we serve

## ***Our Values***

<b>Service</b>	Delivering pro-active, responsive and impartial policing and security services
<b>Honesty</b>	Being honest, ethical and adhering to the principles of fairness and justice
<b>Accountability</b>	Accepting individual responsibility and ensuring public accountability
<b>Respect</b>	Having respect for all people, their human rights and their needs
<b>Professionalism</b>	Providing a professional policing service and security to all communities
<b>Empathy</b>	Demonstrating empathy through the human qualities of compassion, understanding and tolerance

# National and International Security

In the face of evolving and dynamic security-related challenges, especially relating to terrorism and terrorist financing, An Garda Síochána must continually innovate to protect our country and its people. We recognise and will continue to address the threats posed by domestic terrorism and by the globalisation of terrorist activity. We are acutely aware of the phenomenon of European citizens travelling to conflict zones to participate in terrorist acts and of the potential threat posed on their return home. We are also aware of developments in cyber security and the potential threat posed by self-radicalised individuals or 'lone-wolves', whatever their motivation.

Our counter-terrorism strategies will be enhanced to address the new challenges. This will include outreach and awareness at all levels of policing with community and partner groups, with a focus on prevention, meeting strategic challenges, information and intelligence sharing and enforcement. A key pillar of all strategies aimed at protecting our national security is the strengthening of relationships with national and international security and law enforcement partners. We will continue to plan for major emergencies with our partners and ensure, through training and risk assessment, that we are prepared to respond in a timely and effective manner should a major emergency arise.

We Will	Responsibility	We Will Do This By	Success Will Be Measured By	RAG	IPC
<p>Protect the State and its people against terrorism by conducting intelligence led operations against all facets of terrorism including the financing of terrorist activities</p>	<p>Superintendent, Carlow D/Inspector, Kilkenny/Carlow D/Sergeant, Carlow</p>	<p>Targeting terrorist groups, their financing and support activities, through intelligence-led operations and translating, to the greatest extent possible, intelligence into evidence to facilitate prosecutions.</p>	<p>Continue to improve our overt and covert intelligence gathering capabilities in the Kilkenny / Carlow Division to identify national and/or international threats from terrorist, extremist and organised crime groups with links to terrorist groups through Divisional Meetings, use of Regional CHS and greater linkage with Crime and Security Section, Garda HQ</p> <p>Identify persons of interest, investigate criminal actions and gather evidence to sustain prosecutions.</p> <p>Maintain a Divisional Enquiry Team chaired by D/Inspector to target offenders, investigate and gather intelligence.</p> <p>Exchange supervisory and terrorist intelligence in real time with Crime and Security Section, Garda HQ</p> <p>Use of Information and Communications Technology to enhance capability to respond to current and emerging threats to include the mapping of Divisional Text Alert in servicing local communities, businesses and transport entities.</p> <p>Risk Assess Security Targets and Installations for VIP visits</p> <p>Proactive liaison with SDU and Security &amp; Intelligence to assist in intelligence-led policing to deter terrorist attacks and target terrorist groupings.</p> <p>Enhance Intelligence gathering at Divisional/ District level with the support of CHS.</p> <p>Divisional PAF Meetings to be briefed by D/Inspector on dissident and terrorist threats.</p>	<p>RAG</p>	<p>IPC</p>

This document is a working paper and is not intended to be used as a basis for any legal proceedings. It is subject to change without notice.

We Will	Responsibility	We Will Do This By	Success Will Be Measured By	RAG	JPC
<p>Develop and implement new intelligence based analytical systems, to proactively measure the threat posed by terrorist groups and enhance pre-emptive security operations</p>	<p>Each Superintendent D/Inspector, Kilkenny Each D/Sergeant</p>	<p>Enhancing our intelligence systems to better inform decision making and assessment of the threat posed to national security by terrorists and other entities.</p>	<p>Conduct Divisional Meetings with District nominees to progress subversive and terrorist intelligence and operations. Conduct Divisional briefings with frontline members. Profile individuals and groups suspected of engaging in terrorist, extremist and organised crime. Identify and disrupt the threats posed by international terrorist and extremist and extremist groups by conducting regular intelligence briefings to appropriately address the threat posed by dissident republicans in the Kilkenny / Carlow Division. Ensure Divisional awareness of high profile national, international terrorist, extremist and associated organised crime suspects through active interactions with National and Regional Support Units and inclusion within Divisional Co-Ordination and Tasking Meetings, Weekly and Daily PAF Meetings.</p>	RAG	JPC
<p>Work collaboratively with our security partners and build on a successful record of co-operation with the Police Service of Northern Ireland and international security services</p>	<p>Superintendent, Carlow D/Inspector, Kilkenny/Carlow D/Sergeant, Carlow</p>	<p>Continuing international partnerships and interactions with our security partners.</p>	<p>Support joint cross border policing strategy by conducting District operations against subversive and anti-terrorist groups operating in the Carlow District and exchanging intelligence with other Police forces towards shared operational goals. Conduct timely investigations into any information or intelligence received potentially impacting on policing and security in Ireland or abroad. Continue to foster relations with international stakeholders, businesses, communities and third level colleges to mitigate and prevent threats and reinforce feelings of safety within community. Fully investigate reports of identified "foreign fighters" returning to the Ki Carlow District towards the aim of intelligence gathering, criminal investigation and mitigation of threats posed by such persons.</p>	RAG	JPC

We Will	Responsibility	We Will Do This By	Success Will Be Measured By	RAG	JPC
Work collaboratively with minority groups to enhance already strong relationships and to mitigate threats posed by extremism	Superintendent, Carlow D/Inspector, Kilkenny/Carlow D/Sergeant, Carlow	Engaging with external agencies and minority groups to enhance our understanding of threats to national and international security.  Building trust and confidence with minority groups by promoting interaction, collaboration, reassurance and exchange with all strands of diversity in Irish society.	Build on existing relationships with our ethnic communities including our Muslim communities in Carlow through face to face meetings with local management to enhance cultural understanding.  Enhance contact with minority religious & cultural communities within the District through Garda visits to homes and places of worship.		4
Deter potential terrorist attacks from occurring, through a range of policing and security measures including the use of advanced policing and intelligence analytics	Superintendent, Carlow D/Inspector, Kilkenny/Carlow D/Sergeant, Carlow	Proactive intelligence-led operations against defined targets.	Maintain targeted District policing operations against identified targets.  Discuss targets bi-monthly at Divisional Tasking and Co-Ordination Conferences, Profile individuals, institutions and businesses at risk of terrorist attack or attention.		5
Develop our Cyber crime and security strategy to enhance our ability to prevent and respond to cyber crime and security incidents	Superintendent, Carlow D/Inspector, Kilkenny/Carlow D/Sergeant, Carlow	Developing an implementation plan for the 'High Level Cyber Strategy for An Garda Síochána' in consultation with the Garda Cyber Security Working Group and other internal stakeholders.	Use Computer Crime Investigation Unit to enhance local investigative capability and also identify member(s) for training to develop local capability to investigate cyber crime.		6
* An Garda Síochána will provide the Policing Authority with quarterly reports in relation to the implementation of the High Level Cyber Strategy for An Garda Síochána					
<p><b>Expected Outcome:</b></p> <p><b>A safe and secure state in which to live, work, visit and invest</b></p>					

\* This is a proposed and proposed sign-off date in relation to the strategy. It does not represent a commitment to the strategy. The strategy will be subject to the normal approval process.



We Will	Responsibility	We Will Do This By	Success Will Be Measured By	IAG	JPC
Support victims of sexual crime and domestic violence and implement national action plans in collaboration with partner agencies	Superintendent Carlow D/Inspector, Kilkenny/C D/Sergeant	Rolling out the Garda Protective Services Initiative Implementing the provisions of the National Action Plan to Prevent and Combat Trafficking in Human Beings in Ireland Implementing the actions pertinent to 2017 in the COSC Second National Strategy on Domestic, Sexual and Gender-based Violence 2016-2021 in collaboration with the government departments; Court Services; The Probation Service; TUSLA; the Health Service Executive and other relevant agencies.	<ul style="list-style-type: none"> <li>Complete plans for the establishment of a Divisional Protective Services Units by Q4 of 2017.</li> <li>Increased reporting of sexual offences.</li> <li>Increased detection of sexual offences.</li> <li>Increased number of victims of Human Trafficking identified.</li> <li>Implementation of COSC strategic actions pertaining to 2017.</li> <li>Establish a Victims, Older Persons and Crime Prevention Clinic</li> <li>Ongoing engagement with Rape Crisis Centre in Co Kilkenny &amp; Co Carlow</li> </ul>	2	
Implement the EU victims directive	Superintendent Carlow D/Inspector, Kilkenny/C D/Sergeant, Carlow	Continuing to develop services to victims of crime.  Meeting all the obligations to victims enshrined in the Directive.	<ul style="list-style-type: none"> <li>Increased victim satisfaction from 57% in 2015 to 65% in 2017.</li> <li>Implementing the recommendations of the review of the victims services offices.</li> <li>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.</li> <li>Ongoing liaison with Co Carlow Federations for Victim Assistance at District level.</li> <li>Nominated Sergeant in each District as point of contact for local Federation of Victim Assistance.</li> <li>Advertise availability of Federation of Victim Assistance Services in County Carlow on Crime Prevention leaflets. Three hundred (300) handed to public at checkpoints.</li> <li>Sourced Accommodation for Federation for Victims Assistance within Court Services to counsel victims prior to Court appearances.</li> <li>Office space available within Carlow Garda Station to Co Carlow Victims Federations to address crime victims and/or conduct Clinics.</li> </ul>	4	

\* An Garda Síochána will provide the Policing Authority with quarterly reports in relation to the implementation of the National Crime Prevention and Reduction Strategy  
 \*\* A Hate Crime can be measured in accordance with discriminatory motives listed on PULSE, the Garda computer system  
 \*\*\* 2017 target figures are dependent upon full year 2016 crime data



We Will	Responsibility	We Will Do This By	Success Will Be Measured By	RAG	JPC
<p>Improve our initial response to reported crime and our management of investigations from the moment a crime is reported to the time it is brought before the courts</p>	<p>Superintendent, Carlow D/Inspector, Kilkenny/Carlow D/Sergeant, Carlow</p>	<p>Improving our response to calls for service by deploying the Computer Aided Dispatch (CAD) system throughout the organisation. Assigning an investigating officer and supervisor to every incident requiring investigation.</p>	<p>The deployment of Divisional Computer Aided Dispatch by Q4. Each incident requiring investigation having an investigating officer and supervisor assigned to it. Improving detections of burglaries, robberies and assaults from 2016.</p>		5
<p>Target Organised Criminal Groups (OCGs) and Individuals Involved in criminality through intelligence-led operations</p>	<p>Superintendent, Carlow D/Inspector, Kilkenny/Carlow D/Sergeant, Carlow</p>	<p>Carrying out increased numbers of targeted operations against OCGs and Individuals involved in criminality. Maintaining co-operation with international police forces.</p>	<p>Increasing the number of firearms seized compared to seizures 2016. Deployment of a new evidence based framework by Q4 2017.</p>		6
<p>Develop and implement new systems to proactively measure the threat posed by OCGs</p>	<p>Superintendent, Carlow D/Inspector, Kilkenny/Carlow D/Sergeant, Carlow</p>	<p>Enhancing the evidence based framework to enable proactive measurement of threat levels relating to OCGs and set baseline figures for the years ahead.</p>	<p>Continue to improve our overt and covert intelligence gathering capabilities in Carlow District to identify national and/or international threats from terrorist, extremist and organised crime groups with links to terrorist groups through District Meetings, use of Regional CHIS and greater linkage with Crime and Security Section, Garda HQ</p>		7

We Will	Responsibility	We Will Do This By	Success Will Be Measured By	RAG	JPC
<p>Design and implement a revised approach to offender management, including youth and recidivist offenders through inter-agency partnerships</p>	<p>Superintendent, Carlow D/Inspector, Kilkenny/Carlow D/Sergeant, Carlow</p>	<p>Further developing the Joint Agency Approach to Crime Initiative (JAACI); Improving our Strategic Approach to Offender Recidivism (SAOR) within An Garda Síochána. Implementing the Youth Justice Action Plan 2014-2018; Tackling Youth Crime, in conjunction with our criminal justice partner agencies.</p>	<p>Support the implementation of SAOR within Division by Q4 2017. Focused implementation of Opportunities Oriented Prolific Offender Management Divisional Strategy - five pillar strategy to manage prolific Operation Thor Targets within Division by: o 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. o 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. o 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). o 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. o Outcome - Outcome reported to Criminal Intelligence Officers who will generate a bulletin and update the Operation Thor Target Bail Conditions Bulletin.</p>		
<p><b>Expected Outcome:</b> Enhanced feelings of safety in our communities; increased victim satisfaction; and reductions in crime</p>					

# Roads Policing

The preservation of life is a key priority for An Garda Síochána. Keeping our roads safe helps protect lives and reduce serious injuries. Working in partnership with other agencies and with the public, road deaths have been reduced and many lives saved. However, we all need to do more to ensure that Ireland has the safest roads in Europe. An Garda Síochána will continue to work to reduce the number of fatalities and serious injuries on Irish roads in line with the Government's Road Safety Strategy 2013-2020 of matching the best performing road safety countries in Europe.

We will achieve these objectives through high-visibility enforcement of road traffic and road transport legislation, conducting collision analysis and implementing targeted intelligence-led operations. We will also explore new measures with partner agencies in relation to driver compliance and work with them in the promotion of a safe and crime-free road network. We will enhance our use of Automatic Number Plate Recognition (ANPR) technology, comparing vehicle details against database records to effectively reduce road casualties, prevent and reduce crime, increase detection rates and develop our intelligence led policing capabilities.

The function of the Garda Traffic Corps will be redeveloped to encompass more roads policing functions. It will become the Garda Roads Policing Unit. Working with non-traffic personnel, it will deprive criminals the use of the road network and implement an enhanced safety programme in association with the Road Safety Authority and other external stakeholders.

We will continue to plan for major emergencies with our partners and ensure, through training and risk assessment, that we are prepared to respond in a timely and effective manner should a major emergency arise.

We Will	Responsibility	We Will Do This By	Success Will Be Measured By	PAG	JPC
<p>Work in partnership with other agencies including the Road Safety Authority, Transport Infrastructure Ireland, and Road Safety Officers in local authorities to reduce road deaths and serious injuries</p>	<p>Superintendent, Carlow Inspector Anthony Farrell, Kilkenny Each Sergeant/l/c, Traffic Corps Each Sergeant/l/c, Carlow District</p>	<p>Implementing a Roads Policing Operations Plan for 2017 in line with the Government Road Safety Strategy 2013-2020.  Collaborating with the Road Safety Authority in data collection and research.  Participating in multi-agency checkpoints.</p>	<p>Increasing road-user compliance and Garda visibility, as measured by the Road Safety Authority. Decreasing fatalities by 27% from 2016 statistics to less than 136 in line with national targets within the Government's Road Safety Strategy. Decreasing serious injuries by 27% from 2016 statistics to less than 380 in line with national targets within the Government's Road Safety Strategy 2013-2020. All Garda resources contributing to targeted enforcement of road traffic legislation to reduce road fatalities and serious injuries. Targeted public and educational media approach through ongoing media campaigns. Roll Out of "It could happen to me" programme to transition year students in Carlow. Monthly Collision Prevention Programme meetings with road safety partners in each County within District. Conduct consultations with partner agencies held Deliver Road Safety Presentation to employees of large companies. For example, VHI and ESB. Deliver road safety table quiz to secondary schools within District. Road Safety messages delivered through national media namely Crimecall programmes, local press and radio and Road Safety Stands at public events. 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.</p>		

We Will	Responsibility	We Will Do This By	JFC
		<p><b>Success Will Be Measured By</b></p> <p>Delivery of Schools Programme to transition year students on a quarterly basis.</p> <p>Deliver Road Safety Presentation to employees of large companies. For example, VHI and ESB.</p> <p>Deliver road safety table quiz to secondary schools within Division.</p> <p>Road Safety messages delivered through national media namely Crimecall programmes, local press and radio and Road Safety Stands at public events.</p> <p>Co-branding of road safety messages in conjunction with the Road Safety Authority and Local Authorities</p> <p>Delivery of Restorative Justice Road Safety Programme to vulnerable youths who have Road Traffic Offences.</p> <p>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.</p> <p>Conduct checkpoints conducted at collision prone locations, school locations and national routes.</p> <p>Conduct successful interceptions using A.N.P.R.</p> <p>Intelligence from ANPR and Go Safe Vehicles shared with criminal investigations.</p>	

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We Will	Responsibility	We Will Do This By	RAG	JFC
<p>Increase our use of technologies and analytical tools to develop and implement plans to reduce the occurrence of road collisions; and the use of our roads for criminal activity</p>	<p>Superintendent, Carlow Inspector Anthony Farrell, Kilkenny Each Sergeant/i/c, Traffic Corps</p>	<p>Implementing the Automatic Number Plate Recognition (ANPR) strategy. Continuing to review collision prone zones in order to inform the effective deployment of Roads Policing resources.</p>	<p>Support the completion of Phase 1 of the ANPR Strategy by Q3 2017. Reviewing all District collision prone zones by Q4 of 2017.</p>	
<p>Expand the Fixed Charge Processing System including penalty points</p>	<p>Superintendent, Carlow Inspector Anthony Farrell, Kilkenny Each Sergeant/i/c, Traffic Corps Each Sergeant/i/c, Carlow</p>	<p>Completing the implementation of the recommendations of the Garda Inspectorate Report on the Fixed Charge Processing System within the remit of An Garda Síochána. Continuing to review the Fixed Charge Processing System to ensure compliance with organisational policy.</p>	<p>Ensuring that improvements are implemented within District Completing a Divisional Audit of the Garda Fixed Charge Processing system by Q4 of 2017.</p>	

**Success Will Be Measured By**

Increasing the Conduct checkpoints identifying emergent collision prone zones and target with Go Safe technology to improve compliance with speed limits.  
Rollout of HGV inspection station off the M9 at Paulstown with vehicle weighing capabilities in association with the Local Authority.  
Targets as set out in An Garda Síochána Road Safety Strategy 2013-2020, achieved in the following areas: speed limits, drink driving legislation and Road Traffic Operations.  
One bi-lateral agency checkpoint conducted in District each week.  
Co-Operation with multi agency checkpoint conducted in District monthly.  
Conduct criminal intelligence reports submitted by Traffic Corps personnel.  
Conduct targeted high visibility strategic crime checkpoints aimed at detecting and disrupting travelling criminals completed and implemented.  
Joint Operations with Local Authority whereby Road Safety Messages and conveyed through local authority VMS signage.

Beidh na sonraigh seo ar fáil ar líne ar an t-áireamhán sonraíochtaí agus táirgíochtaí na Garda Síochána.   
To achieve operational objectives and security services, we will use the data collected and analysed in the following way:

We Will	Responsibility	We Will Do This By	Success Will Be Measured By	RAG	JPC
Strengthen and re-develop the Traffic Corps to tackle all forms of criminality on our road network	Superintendent, Carlow Inspector Anthony Farrell, Kilkenny Each Sergeant /c, Traffic Corps Each Sergeant /c, Carlow District	Re-focusing the Traffic Corps towards Roads Policing duties. Increasing the capacity of Roads Policing Units.	Incrementally increasing resources allocated to Roads Policing Units by 10% within Division by end Q4 2017. Baseline resource numbers as of 31st December 2016. Providing Divisional Roads Policing Units with tailored education and training.		
Ongoing planning, risk assessment and operational preparation for major emergencies in conjunction with major emergency management partners	Superintendent, Carlow Inspector Anthony Farrell, Kilkenny Each Sergeant /c, Traffic Corps Each Sergeant /c, Carlow District	Conducting regular training exercises in each region in preparation for major emergencies.	Supporting 100% completion of planned exercises in the South Eastern Region. Participate in table top and live simulated training exercises. Assessment of Exercises post event Full Garda involvement in the national/regional major emergency risk assessment process. Briefing of operational units to ensure full readiness for major emergencies.		
* An Garda Síochána will provide the Policing Authority with quarterly reports in relation to the implementation of the Automatic Number Plate Recognition (ANPR) strategy.					
Expected Outcome: Enhanced road safety and reduced opportunities for criminal use of our road network					

Each Unit is responsible for the delivery of the strategy. The strategy is a high level document and is not intended to be a detailed operational plan. The strategy is a high level document and is not intended to be a detailed operational plan. The strategy is a high level document and is not intended to be a detailed operational plan.



We Will	Responsibility	We Will Do This By	Success Will be Measured By	RAG	JPC
<p>Provide accurate, timely and engaging information to the public through a variety of media channels</p>	<p>Superintendent, Carlow Inspector Liam Connolly, Kilkenny Each Sergeant //c, Carlow District</p>	<p>Enhancing the Garda website to provide an improved user experience and integration with existing social media channels. Providing ease of navigation to online Garda services.</p>	<p>Maintaining online engagement ahead of industry standards. Baseline to be established in 2016. Enhancement of Kilkenny Carlow Local Radio (KCLR) crime slot. Garda Community Assist to air weekly every Wednesday at 10.30am. Garda Column Monthly in local broadsheet newspapers. Engage with the public to identify and address policing priorities in Carlow District through Garda text alerts, KCLR and local 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 increasing Conduct Text Alert Schemes in operation. Structure Divisional Text Alert Schemes through Divisional Heat Maps to ensure optimum divisional coverage. Target increase in use of Text Alert Schemes against need.</p>		
<p>* An individual and team based performance management framework to provide direction, feedback and developmental support for members.</p>					

Samplaí de gach áit a bhfuil na sonraí seo á gcomhoibriú le h-ádhúil a scríobhadh sa Gaeilge. Tá ádhúil a scríobhadh sa Gaeilge á gcomhoibriú le h-ádhúil a scríobhadh sa Gaeilge. Tá ádhúil a scríobhadh sa Gaeilge á gcomhoibriú le h-ádhúil a scríobhadh sa Gaeilge.



We Will	Responsibility	We Will Do This By	Success Will Be Measured By	RAG	JPC
Build trusting relationships with local communities, in particular minority and diverse groups and increase opportunities for positive engagement with younger people	Superintendent, Carlow  Inspector Liam Connolly, Kilkenny  Each Sergeant /c, Carlow District	Implementing a new Garda Diversity & Inclusion Strategy.*  Piloting of the Police And Community Engagement (PACE) project in 6 Garda Divisions.  Reviewing the content and delivery of the Garda Schools Programme.	Garda Diversity & Inclusion Strategy implemented by Quarter 3 2017.  Increasing levels of satisfaction with the service provided to local communities to 72% and maintaining that level over the remainder of 2017.  Increased proportion of people who feel that AGS treats all people equally, irrespective of background. Baseline established in 2017.  Completion of Schools Programme review by Q3 of 2017.  Increasing scope of the Public Attitude Survey to include 16-18 year olds.  Four (4) Community Engagement Fora Meetings in Co Carlow.		
Find new ways of engaging with communities to provide tailored crime prevention advice and guidance	Superintendent, Carlow  Inspector Liam Connolly, Kilkenny  Each Sergeant /c, Carlow District	Updating Crime Prevention advice in line with emerging crime types.  Conducting quarterly Crime Prevention Days at national and District levels and continuing to build on the existing Supporting Safer Communities Campaigns.	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.  Six (6) Community Engagement Fora Meetings to be convened between local management of AGS and community representatives listening carefully to feedback.  Conduct high visibility District policing operations such as Operation Thor, Project Storm and Operation Infinity that ensures Garda presence on public roads.  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.  Roll out of a new Transition Year Roadshow in association with Rotary Club and Children and Young People's Services Committee (CYPS) within District.  Conduct meetings with Neighbourhood Watch and Community Alert AGM held in each District.  Engage Older Persons Forum in Co Carlow to further reach out to older persons in our community.  Work closely with Public Participation Network.		

\* Search for agencies participating in various districts a strategic approach to police research, research areas similar to the model used in the previous campaigns to deliver professional guidance and security services with the participation of the public and support of the people on matter



# Organisational Development and Capacity Improvement

A renewed Garda culture will result in a policing and security service that is accountable to and representative of the people it serves, performance-driven with clear governance and oversight structures internally and externally. Central to maintaining an effective democracy is a professional policing and security service with robust governance practices and structures. This will lead to an improved service to the public and result in enhanced community safety and increased trust and confidence in An Garda Síochána.

The continued dedication and commitment of Garda, civilian and reserve members will be key to transforming and professionalising An Garda Síochána into a world class policing and security service. We will provide our people with the right tools, guidance and support, appropriate training and development, and the leadership to do their jobs effectively. We will uphold and protect human rights for all. A professional human rights based policing service will be of immense benefit to society and help grow the country's reputation as a safe and welcoming place for people to live, work, visit and invest in.

The modernisation and renewal programme will be delivered over the next five years. Some initiatives will be implemented in the short to medium term while others will require a number of years to implement. The programme is designed to be agile and plans will be adjusted based on consultation with our partners or the emergence of new challenges. The key themes of the programme encompass the totality of the recommendations of the various inspections, audits and Commissions of Investigation into An Garda Síochána and progress in relation to these themes will be reported on a regular basis. The mechanisms for change are in motion and we are committed to ongoing measurement to establish that we are professionalising our service, improving performance, reducing bureaucracy, empowering our workforce and demonstrating empathy, honesty, accountability, and respect at every interface, internally and externally.

We Will	Responsibility	We Will Do This By	Success Will Be Measured By	RAG	IPC
Encourage employees to bring forward any ideas or concerns they may have to ensure that they are listened to and supported.	Superintendent, Carlow Inspector Liam Connolly, Kilkenny Each Sergeant /c, Carlow District	Creating a culture where anyone who brings forward issues or concerns will be listened to and supported. Conducting and publishing a cultural audit of An Garda Síochána.	Establishing baseline data and publishing the Cultural Audit by the end of Q3 to measure staff willingness to bring forward issues or concerns, including Protected Disclosures. Reinforce District culture of openness through District Performance Accountability Framework (PAF) Weekly/Daily Meetings and Daily Unit Briefings. Ongoing engagement with AGSI, GRA and Civilian staff associations to another avenue for feedback to Garda management Convene a Divisional Meeting with Management Team and all Divisional Supervisors in Q1, 2017 as a forum for direction and feedback on Divisional operational policing.		
Support the Policing Authority in developing a Code of Ethics and, together with our core values, embed it comprehensively throughout the organisation	Superintendent, Carlow Inspector Liam Connolly, Kilkenny Each Sergeant /c,	Actively promoting the new Code of Ethics through training and communications.	Support the Development and Implementation of an ongoing internal communications plan to inform and educate Gardaí, Garda Reserve and civilian members in relation to ethical matters by the end of Q1 2017. Including the Code of Ethics in training programmes, from student training onwards, in the Garda College by the end of Q2 2017 and also thereafter through Divisional CPD School		



We Will	Responsibility	We Will Do This By	Success Will Be Measured By	MAG	JPC
<p>Transform our approach to calls for service, investigating and managing crime professionally, using well trained people and up to date intelligence and technology</p>	<p>Superintendent Carlow Inspector Liam Connolly, Kilkenny Each Sergeant i/c, Carlow District</p>	<p>Providing a fast, accurate vetting service in partnership with community organisations to protect the young and vulnerable (See also initiative 11) Using technology to protect the most vulnerable members of society</p>	<p>Identify our core values/ethics within all briefings before operational deployments especially Operation Storm and Operation Hurricane deployments. In excess of eight hundred (800) briefed in 2016. Formally recognise good work through presentation ceremonies to District Force. Recognise good citizenship through presentation ceremonies.</p>		
<p>Commence the implementation of the Government's five year workforce reform plan for An Garda Síochána</p>	<p>Superintendent Carlow Inspector Liam Connolly, Kilkenny Each Sergeant i/c, Carlow District</p>	<p>Phased recruitment and training of 800 Gardaí and 500 civilian support staff. Increasing the Garda Reserve. Working in conjunction with the Policing Authority in the completion of a five-year redeployment plan for Gardaí in non-operational posts. Piloting a hybrid functional policing model in four Garda divisions.</p>	<p>Deployment of portion of 200 Gardaí selected and recruited per quarter in 2017 to Kilkenny Carlow Division and the commencement of their training. Deployment of portion of the selection and recruitment of 500 civilian support staff by the end of Q4 2017 to Carlow District Deployment of portion of the recruitment of 300 Garda Reservists by the end of Q4 2017 and development of their training in Kilkenny Carlow Division. Pilot projects completed and evaluated</p>		
<p>We will continue to advance An Garda Síochána's Modernisation and Renewal Programme.</p>	<p>Superintendent, Carlow Inspector Liam Connolly, Kilkenny Each Sergeant i/c, Carlow District</p>	<p>Implement the scheduled projects of the Modernisation and Renewal Programme for 2017.</p>	<p>Scheduled reporting to relevant oversight agencies.</p>		

Leagairt: Tá na sonraí seo á gcomhoibriú le hAiríochtaí na Gardaí agus na Síochána. Tá na sonraí seo á gcomhoibriú le hAiríochtaí na Gardaí agus na Síochána. Tá na sonraí seo á gcomhoibriú le hAiríochtaí na Gardaí agus na Síochána.

We Will	Responsibility	We Will Do This By	Success Will Be Measured By	RAG	JPC
<p>Improve data quality within An Garda Síochána</p>	<p>Superintendent, Carlow Inspector Liam Connolly, Kilkenny Each Sergeant/c, Carlow District</p>	<p>Establishing a Data Quality Unit within the Garda Síochána Services Centre. Ensuring that all incidents are correctly classified, including detection status. Implementing Computed Aided Dispatch (CAD) to support the accurate recording of calls on the PULSE system.</p>	<p>The establishment of a Data Quality Unit by end of Q4 2017. Increased proportion of incidents correctly classified. Increased proportion of detections correctly classified. Support the deployment of CAD Divisionally by Q4 of 2017 Support the deployment and reviews on bi annual &amp; quarterly basis cognisant of HOS9/2014. Support the Garda Síochána Ombudsman Commission (GSOC) in ongoing investigations namely Section 94, 94(1), 98 Garda Síochána Act 2005 and timely supplying of information against requests).</p>		
<p>* An Garda Síochána will provide the Policing Authority with quarterly reports in relation to the development of the HR Strategy and Operating Model</p>					
<p><b>Expected Outcome:</b> A modern and renewed organisation delivering professional and accountable services, as a beacon of 21st century policing and security</p>					