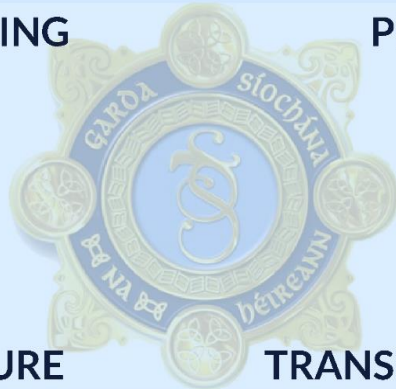


AN GARDA SÍOCHÁNA

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

Cavan Monaghan Divisional Policing Plan 2019

Divisional Policing Plan

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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

Human Rights Strategy

Technology
Data Quality
Communication
Operating Model
Governance, Accountability &
Transparency

TRANSFORMING OUR SERVICE

A Learning Culture

Equality and Ethics

A HUMAN RIGHTS FOUNDATION

**KEEPING
PEOPLE SAFE**

Divisional Officer's Foreword

It is my pleasure to present the 2019 Policing Plan for Cavan Monaghan Division.

This plan was formulated after extensive consultation with both our external and internal stakeholders. I wish to thank everyone for taking the time to put forward views and ideas. I wish to assure you that all of the input was considered however it was not possible to incorporate it all into this year's plan due to our finite amount of resources.

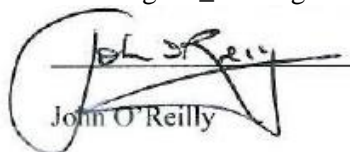
I expect that there will be additional challenges to Policing in Cavan Monaghan Division during 2019 when the United Kingdom leaves the European Union. Preliminary planning has taken place but with uncertainty around the terms and conditions of the withdrawal and the funding available the plan is in a transient stage.

As in 2018 it is my intention that all policing activity in Cavan Monaghan Division is underpinned by our Code of Ethics. All members serving in the Division last year both Garda and Garda Staff received training in our Code of Ethics. Our Code now underpins everything we do and is incorporated into all our actions, plans and operations as well as everyday policing. An Garda Síochána is committed to our public service positive duty obligations under section 42 of the Irish Human Rights and Equality Act 2014, which we will address in 2019 through initiatives relating to our diversity and inclusion strategy, hate crime policy and developing our human rights capacity.

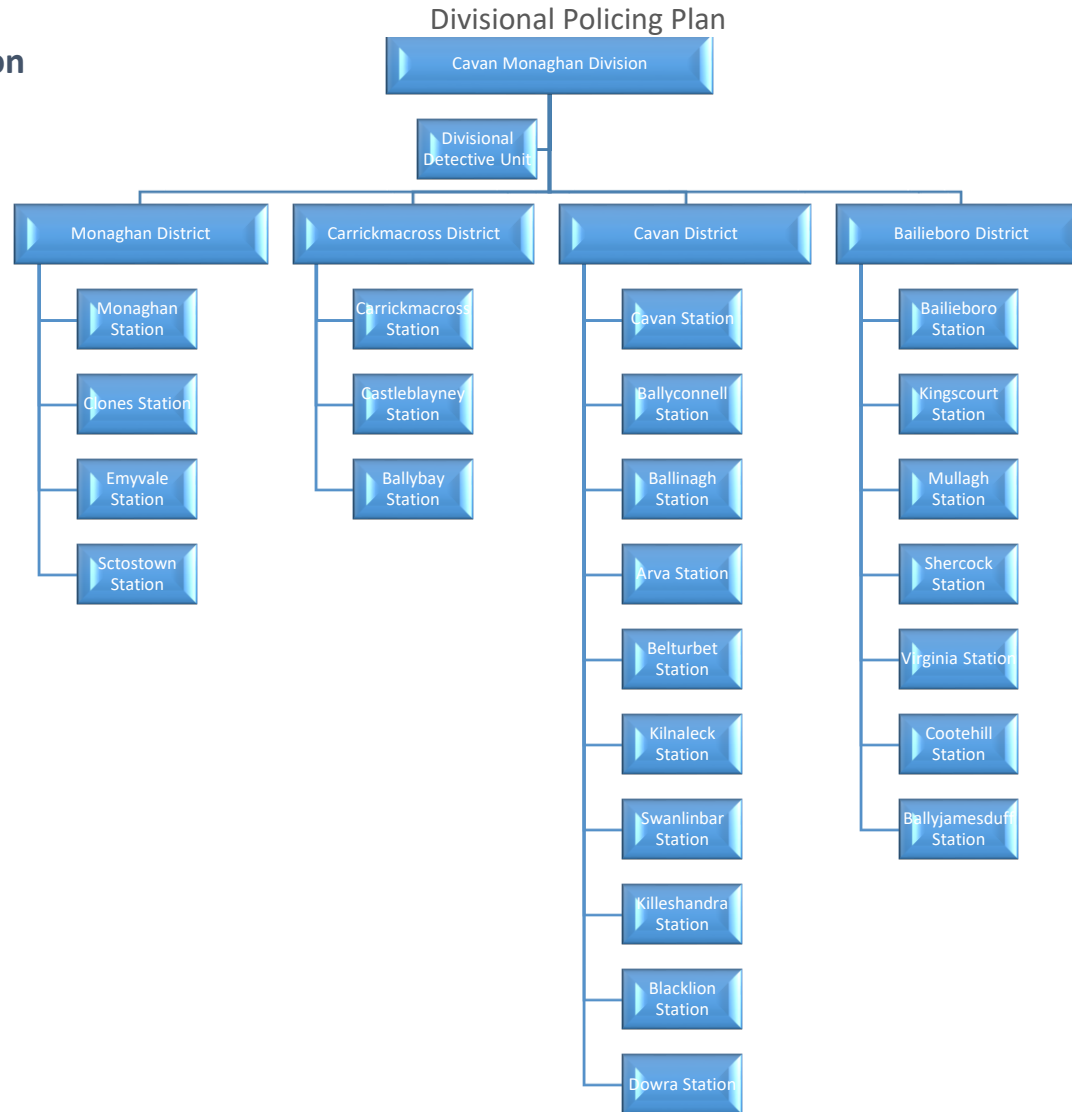
I wish to acknowledge the valuable contribution of our Joint Policing Committees to Policing in Cavan Monaghan Division. The regular meetings allow feedback and gives us a better understanding of the needs of the communities we serve. I look forward to continuing this interaction during 2019

As always your interaction with us is valued and welcomed therefore if you have any concerns or wish to provide feedback I can be contacted at 047 77211 or by email to Monaghan_DV@garda.ie.



 Chief Superintendent
John O'Reilly

Stations within the Division









Our People / Our Organisation

CAVAN MONAGHAN DIVISION Chief Superintendent John O'Reilly Tel No. 047 77211			
Monaghan District Superintendent Noel Cunningham Inspector Graham Tolan Inspector Kenneth Coughlan Tel No. 047 77216	Carrickmacross District Superintendent Fergus Treanor Inspector Kevin Gavigan Tel No. 042 9690197	Cavan District Superintendent James Coen Inspector Nial Mc Kiernan Inspector Michael O Donoghue Tel No. 049 4368807	Bailieboro Superintendent Gordon Englishby Inspector Valerie Gahan Tel No. 042 9694577
Monaghan Station Sergeant In Charge – Sergeant Rose Mc Girl Tel No 047 77200	Carrickmacross Station Sergeant In Charge – Sergeant David Forde Tel No. 042 9690190	Cavan Station Sergeant In Charge – Sergeant Damien Galligan Tel No. 049 4368800	Bailieboro Station Sergeant In Charge – Sergeant Richard Bolger Tel No. 042 9694570
	Castleblayney Station Sergeant In Charge - Sergeant Tom Millar Tel No. 042 9740668	Ballyconnell Station Sergeant In Charge – Sergeant Shane Heslin Tel No. 049 9525580	

Divisional Policing Plan

1) Community Policing

Providing visible, responsive policing services tailored to community needs

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

1.1 Engaging with Communities (Inc. JPC Engagement)	
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
<ol style="list-style-type: none"> 1. Continue the positive cooperation with the current JPC's for both counties Cavan & Monaghan during first quarter of 2019. Following the May local elections, promote the interagency cooperation for the new committees for both counties. 2. Ensure that Community Safety Network for both counties Cavan & Monaghan meet annually to discuss positive crime prevention initiatives and share their experiences which leads to greater cooperation with stakeholders. 3. An Garda Síochána to actively partake in the planning of major community events/festivals 2019 	<ul style="list-style-type: none"> • Improved perception of An Garda Síochána in Cavan Monaghan as: <ul style="list-style-type: none"> ○ Helpful & Community focussed ○ Managing crime locally • Increased visibility at Festivals and Local Events

Divisional Policing Plan

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
<ol style="list-style-type: none"> 1. High Visibility Policing Focused High Visibility Mobile and Foot patrols in particular at Weekends and night time to reduce incidents of public order. 2. Proactive policing of Licensed premises catering for Bank Holiday weekends, Debs, Leaving and Junior Certificate results nights. 3. Beat patrols in Housing estates/towns /villages in evenings during the summer months & leading up to Halloween. 4. Proactive beat patrols in retail areas during the Christmas period. 	<ul style="list-style-type: none"> • Reduced fear of crime / Increased feelings of safety • Increased visibility • Improve the allocation of Community Gardaí in local areas through the Garda Civilianisation programme and additional resources <p>Increased satisfaction with An Garda Síochána in Cavan Monaghan and perception that they listen and respond to community concerns</p>

1.3 Engaging with minorities and other vulnerable groups (including hate crime initiatives)	
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
<ol style="list-style-type: none"> 1. Maintain the current level of commitment to the Traveller Interagency Group for both counties. 2. Crime Prevention seminar for ethnic communities within the Cavan Monaghan Division. <u>One per District for 2019.</u> 	<ul style="list-style-type: none"> • Increased satisfaction /An Garda Síochána: listens/responds to community concerns

Divisional Policing Plan

<ol style="list-style-type: none"> 3. Continue and build on the current relationship with the stakeholders involved in the Resettlement Interagency Working Group for the resettlement of refugees within Cavan Monaghan Division. 4. Liaison Inspector appointed for new refugee/ asylum seekers centres. 5. Liaison Garda appointed and continue to liaise with Mosques/Immans 	<ul style="list-style-type: none"> • Increased view that An Garda Síochána in Cavan Monaghan treat people equally • Increase feelings of safety among vulnerable ethnic minorities
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1.4 Children and Young People	
Engage with and support young people, providing guidance to keep them safe	
Activities	Outcomes
<ol style="list-style-type: none"> 1. Schools Programme visits to all primary schools in the division for 2019. 2. Provide the Road Safety Presentation to all Transition Year Students. 3. Maintain the current supports afforded to the Garda Youth Projects (Cavan 365). 4. Test purchasing of alcohol – Minimum of four per district per year. 5. Maintain Monaghan NYP Programme 6. Referrals to Youth Diversion Programme to be continuously monitored to ensure that they are brought to conclusion utilising on line supports. 7. Continue to build on the support afforded to the Campus Watch programme for all 3rd level colleges. Two events per year in Colleges in Cavan and Monaghan 8. Continue to build on the support afforded to the outreach programmes for young people in the Cavan Monaghan Division. 9. Re-establish the Cavan Monaghan Youth Achievement Awards in 2019 	<ul style="list-style-type: none"> • Create a safer socialising space for Young Adults • Ensure Liquor Licensing Laws are enforced to create a safer socialising space • Reduce the incidents of crime against students and their property on campus • Acknowledge the achievements of Young Adults and Children in creating a safer environment

Divisional Policing Plan

1.5 National Drug Strategy	
The National Drugs strategy to be implemented locally and support community groups in dealing with drug related issues.	
Activities	Outcomes
<ol style="list-style-type: none"> 1. Build on and extend to both counties the JPC led Drug and Alcohol Education workshop provided for secondary school teachers in County Cavan in December 2019. 2. Ongoing review (Quarterly by D/Inspector) of children involved in Crime. 3. Provide speakers on Drug Related issues to community groups/school groups/Public JPC when requested 	<ul style="list-style-type: none"> • Increase awareness of Drug Prevention strategies in the community. • Increase safety on the roads network • Reduce drug related crime

2) Protecting People

Protecting people from crime and from injury on our roads

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

2.1 Investigation and Detection (Burglary, Robbery, Assault and Volume Crime)	
A comprehensive approach to all aspects of crime investigation and detection, delivering improved investigative outcomes	
Activities	Outcomes
<p>1. Managing reported crime utilising the Performance and Accountability Framework</p> <ul style="list-style-type: none"> Daily management review of all crime to be conducted divisionally Quarterly review of undetected crime to be undertaken at District Level Identification and addressing reasons for non-detection of incidents. Ensuring mandatory investigative actions are completed in daily review <p>2 Engaging with regional crime management structures and Garda Síochána Analysis Service.</p> <p>3 Enhancing the use of Crime Scene Investigation capabilities and ensuring ongoing up-skilling of CSI's.</p> <ul style="list-style-type: none"> Utilization of best practice in evidence gathering, processing and storage. <p>4 Ensuring bail and curfew compliance for those offenders released on bail</p> <ul style="list-style-type: none"> Bail conditions imposed on recidivist offenders to be strictly monitored and breaches identified dealt with swiftly by assigned case managers. <p>5 Management of Offenders in line with SAOR policy and ensuring adequate training of case managers.</p> <p>6. Utilising best practice in the harvesting and use of CCTV evidence</p>	<ul style="list-style-type: none"> Increased satisfaction with An Garda Síochána in Cavan Monaghan Division: Improved view of An Garda Síochána in this Division as helpful & community focussed Reduced fear of crime / Increased feelings of safety Improvement in investigative outcomes and targeted deployment of resources. Reduction in reported volume crime

Divisional Policing Plan

<ul style="list-style-type: none"> • Training to be provided for CCTV gathering / evidencing for personnel. <p>7. Implementation of national assault reduction plan initiatives</p> <ul style="list-style-type: none"> • Reduction in number of assaults in the Division by 5% through proactive high visibility patrolling in assault prone areas. 	<ul style="list-style-type: none"> • Increased detection rates
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2.2 Crime Prevention	
Reduce the incidence of crime through education, awareness and community collaboration	
Activities	Outcomes
<p>1 Crime prevention activities</p> <ul style="list-style-type: none"> • Divisional Crime Prevention Officer to conduct one property marking day per quarter. • Increased use of traditional media channels and Social Media channels to circulate crime prevention advice. • Maintain text alert system in conjunction with Social Media channels. • Proactive crime prevention advice to be given where deficiencies with security systems are identified. <p>2 Implement National Crime Prevention & Reduction Strategy initiatives as communicated by CEPS</p> <ul style="list-style-type: none"> • Initiatives to be communicated by traditional and Social Media methods in conjunction with Crime Prevention Roadshows / Stands at large community events and through local community groups 	<ul style="list-style-type: none"> • Reduced fear of crime / Increased feelings of safety in the division • Increased satisfaction with An Garda Síochána • Increased visibility • Improved perception of An Garda Síochána managing crime effectively

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

Divisional Policing Plan

Activities	Outcomes
<ol style="list-style-type: none"> 1 Strengthen Divisional Drug Unit through recruitment process. 2 One proactive Divisional Drug Unit Operation targeting sale / supply per quarter in each District. 3 Increase levels of drug searches by 5% divisionally. 4 Increase drug seizures by 5% divisionally. 5 Continued engagement with schools to deliver drug related talks for harm reduction purposes. 6 Proactively target those involved in drug related intimidation. 7 Develop intelligence capabilities across the Division to assist with identification and targeting of suspects. 	<ul style="list-style-type: none"> • Improved perception of An Garda Síochána as targeting and dealing with Drug Related Crime. • Reduced fear of violence connected with Drug Related Crime • Increased satisfaction with An Garda Síochána in relation to listening to community concerns. • Increased trust

2.4 Organised Crime (including firearms offences, Human Trafficking and European Arrest Warrants)	
Effective targeting, intelligence gathering and interdiction of OCG members living and operating within the District	
Activities	Outcomes
	<ul style="list-style-type: none"> • Reduction in OCG activity and criminality in Cavan Monaghan Division

2.5 Criminal Intelligence (Including CHIS)*	
Maximise the gathering, analysis and use of criminal intelligence to tackle crime	
Activities	Outcomes
	<ul style="list-style-type: none"> • Improve detection rates for serious Crime.

Divisional Policing Plan

- Prevent serious Crime within the Division
- Increase perception of Safety in the division
- Monitor activities of national and international subversive groups as it relates to this Division.

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

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

Activities

- 1 Working with criminal justice partners to ensure robust policy implementation and targeted intervention where necessary, concerning the management of persons on probation, supervision or on bail from the courts / prison system
2. Increased governance and oversight concerning management of Juvenile Referrals to the Diversion Programme.
3. Operation THOR targets to be appropriately case managed to reduce offending.
4. Training to be provided to ensure a sufficient quantity of Juvenile and Adult case managers are available across the Division.
5. SORAM (Sex Offender Risk Assessment and Management) joint agency management meetings continue to be held quarterly and chaired by appointed Inspector.
6. SORAM targets will continue to be assigned an individual Garda case manager.
7. Ensure adequate training is provided to enable SORAM targets to be managed appropriately.

Outcomes

- Reduced recidivism
- Reduced fear of crime / Increased feelings of safety
- Adequate Juvenile and Adult Case managers in the Division by end 2019
- All quarterly Soram Meetings attended and Actions actioned
- All SORAM targets case managed effectively.

2.7 Victim Support

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

Divisional Policing Plan

<ol style="list-style-type: none"> 1. Call backs to be completed to all victims of Domestic Violence as per policy. 2. Divisional Victims Services Office to ensure that organisational obligations regarding the provision of information under the Criminal Justice (Victims of Crime) Act 2018 are met on a Divisional basis. 3. District PAF to ensure needs and welfare of victims have been met, and formulate appropriate action plan where repeat victims are identified. 4. Assigns a Family Liaison Officer where appropriate to keep victims informed of ongoing developments in each case. 5. In-Person victim call-backs will be made to a <u>minimum</u> of 40% of victims of domestic abuse. These visits will be recorded on the Victim Engagement Screen 	<ul style="list-style-type: none"> • Increased victim satisfaction • Increased satisfaction with An Garda Síochána • Decrease in complaints to G.S.O.C. about lack of updates • Increase number of Victim Assessments made within 3 days of reporting to 85%
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2.8 Missing Persons	
Effective management of all missing persons cases in compliance with Garda policy	
Activities	Outcomes
<ol style="list-style-type: none"> 1. All reported missing person cases to be subject of appropriate ongoing management review by District Officers. 2. Assign a Family Liaison Officer to families of long-term missing persons. 3. Ensure that all long –term missing persons in the Division are the subject of a review. 4. Effective review of Missing Persons on PULSE by District Officers (KPI Reports) 5. Ensure appropriate High-Risk missing person investigations are assigned a senior investigating officer. 6. Maintain liaison with the HSE and TUSLA regarding protocols for children missing from care in order to Appropriately manage these investigations. 6. Families of Long Term Missing persons invited to the National Missing Person event each year. 	<ul style="list-style-type: none"> • Provide regular updates to family of Missing Persons where appropriate • All investigative actions in relation to missing persons carried out • Support provided to family of Missing Persons

2.9 Domestic Abuse

Divisional Policing Plan

Provision of an empathetic responsive service to all victims of domestic abuse, in line with relevant Garda policy and legislation	
Activities	Outcomes
<ol style="list-style-type: none"> 1. In-Person victim call-backs will be made to a <u>minimum</u> of 40% of victims of domestic abuse. These visits will be recorded on the victim engagement screen. . 2. Improved governance of Domestic Violence incidents with an appointed Inspector conducting ongoing reviews. 3. Provision of information to victims of domestic violence concerning court orders available, victim's services available and other information relating to the Criminal Justice (Victims of Crime) Act 2018, in all cases. 4. Increased training for staff in provisions of the Domestic Violence Act 2019 and associated sections 	<ul style="list-style-type: none"> • Increased reporting of domestic violence related offences • Increase in number of prosecutions against offenders • Increase in satisfaction with Gardaí in Cavan Monaghan in dealing with Domestic Abuse incidents.

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
<ol style="list-style-type: none"> 1. Establishment of a dedicated Divisional Protective Services Unit by quarter 4 2019 2. Detective Inspector to conduct quarterly review of sexual crime to ensure matters are being investigated expeditiously and in line with policy. 3. Liaison continuing with HSE and TUSLA regarding provision of suitably trained personnel for special victim interviews to enhance service to crime victims, 4. Additional SVI interviewer needs analysis to be conducted and appropriate training provided to build Divisional investigative capacity 	<ul style="list-style-type: none"> • Increased satisfaction with An Garda Síochána from victims of Sexual Abuse. • Increased perception that An Garda Síochána treat victims of Sexual Crimes with respect and dignity • Reduced fear of crime / Increased feelings of safety

Divisional Policing Plan

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
<ol style="list-style-type: none"> 1. Maintain lifesaver offence detections 2. Increase MIT Checkpoints performed 3. Implement National Roads Policing Operations Plan 4. Increase intelligence and CHIS referrals from interaction with Offenders 5. Increase in Drug Driving detections in Cavan Monaghan 6. Reduce Manual FCN recording to less than 16 working Days. 7. All FCNs to be issued electronically by end 2019 	<ul style="list-style-type: none"> • Safer Roads, reduced road deaths and serious injuries • Deny the use of the Road network to criminals • Increase in Criminal Intelligence from Roads Policing Personnel

2.12 Road Safety Education & Awareness	
<i>Deliver presentations to Transition Year Students on Road Safety Awareness throughout the Division</i>	
Activities	Outcomes
<ol style="list-style-type: none"> 1. Multi Agency engagement/checkpoints as per National Policing Plan. – To include HGV and Immigration Offences. 2. Roads Policing Unit Presentations to Transition Year Students 3. Delivery of Safety Talks to Pre School Children in conjunction with National Beep Beep Day 4. One immigration operation per county per month in conjunction with an Immigration Officer 	<ul style="list-style-type: none"> • Reduction in deaths on the roads • Prevention of unauthorised people/criminals entering the jurisdiction • Detection of immigration offences. • Increased perception among children that Gardaí are your friend.

2.13 Event Management






Divisional Policing Plan

Roads Policing Unit to be a part of all major events throughout the Division

Activities	Outcomes
<ol style="list-style-type: none">1. To provide assistance by way of traffic control for all major events in the Division2. To provide equipment/transport/ personnel for displays at major Agricultural/ Road Shows if requested3. To provide increased patrols/ detections (drunk driving, drug driving traffic offences) after major events festivals4. To provide traffic controls /detections to traffic passing through Division to and from major events	<ul style="list-style-type: none">• Increased safety at major events• Reduction in traffic delays

3) A Secure Ireland

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

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

3.1 Local Subversive Targets	
Targeting, intelligence gathering and interdiction of subversives living and operating within the District	
Activities	Outcomes
	<ul style="list-style-type: none"> • Increased potential to increase state security • Potential reduction in crime • Potential reduction in international threats

3.2 Border Security & Cross Border Crime
Maintain liaison with PSNI to detect and prevent cross border crime. With uncertainty regarding protocols post Brexit prepare tentative plans for any scenario

Divisional Policing Plan

Activities	Outcomes
	<ul style="list-style-type: none"> • Decrease the opportunities for criminals to use the border to advance crime. • Ensure current proceeding for the return of suspects from the UK are advanced in a no deal BREXIT • Implement plans to Police Border in any scenario

3.3 Major Emergency Management	
The importance of MEM is to test the activation protocol and communications amongst all PRA's to achieve the objective of a well-managed MEM event	
Activities	Outcomes
	<ul style="list-style-type: none"> • Preparedness for any Major Emergency locally or on Cross Border basis.

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
<ol style="list-style-type: none"> Undertake inspection and reviews in line with Garda policy on H.Q. Directive 59/2014 Areas recommended for inspection to be forwarded to Divisional Officer by 21.03.19 All Inspections and reviews to be submitted electronically within the specified timeframes under new Inspection process being piloted in Cavan Monaghan Division. Deficiencies highlighted to be rectified within clear specific timeframes 	<ul style="list-style-type: none"> Effective governance of Division Utilisation of Inspection and Reviews to improve management of Risk areas. Better management of risk

4.2 Risk Management <Initiatives provided by Garda Risk Management Unit>	
Ensure the effective management of risk within the Division to support the achievement of goals and objectives.	
Activities	Outcomes
<ol style="list-style-type: none"> Ensure Risk Register has the most important Risks associated with this Division. Risk Register to be reviewed monthly at Divisional Level. Risk Register updates to be submitted on a Quarterly basis at District and Divisional Level Divisional Officer to review District Risk Registers at Divisional Management Meetings. 	<ul style="list-style-type: none"> Identify Live and Highest Risks to the Division and action where appropriate. Ensuring an accurate live document on a monthly basis. Maintains an accurate picture of all risks throughout the Division

Divisional Policing Plan

4.3 Financial Management	
Effective management of all spending within the Division , ensuring policing services are delivered within budget	
Activities	Outcomes
Plans are made without sight of 2019 Budget at date of submission and therefore subject to change. 1. Overtime Budgets to be allocated when known. 2. Budgets reviewed at each Divisional Management meeting. 3. In case of significant overspend – Budget to be managed and controlled by Divisional Officer 4. Pursue possibility of having Explosive escorts done by Uniform members (Pilot Q2 and Q3 2019) 5. Finances to be subject of each Quarterly Inspection – To include prompt payment of members claims i.e. <u>all</u> members claims to be paid one month from when they were submitted	<ul style="list-style-type: none"> • Where possible Division managed within budget per month • Prompt payment of accounts and claims

4.4 Data Quality	
Engaging in activities to support an improvement in organisational data quality	
Activities	Outcomes
1. Percentage Incidents inputted by GISC to be forwarded to Each District Officer on a monthly basis. 2. If percentage falls below 85% over three times issues to be examined by District Officer 3. KPI 's in relation to Data Quality examined on a rotational basis at each Divisional Management Meeting 4. Reports to be sought regarding unexplained data errors and necessary corrective action taken within time frames to be specified	<ul style="list-style-type: none"> • Data for Cavan Monaghan to be maintained at current high level • Compliance with G.D.P.R. Legislation

Divisional Policing Plan

4.5 Change Projects	
All MRP Projects to be completed within 2019	
Activities	Outcomes
<ol style="list-style-type: none"> 1. Ensure that the transition from ERC1 to CAD is achieved with the cooperation and support of all members of An Garda Síochána within the Cavan Monaghan Division. 2. Proactively work to ensure all staff have the relevant understanding of this change of work practice prior to and during implementation. 3. Implementation of Courts Presenters Offices to be established in both Counties by end 2019. 4. PALF to have 90 percent compliance by end 2019 5. Code of Ethics training to be provided to all new staff coming into the Division in 2019 6. 100% personnel offered Ethics training, 95% of members to have completed ethics training. 100% of personnel trained to have signed code of ethics. 	<ul style="list-style-type: none"> • Improved work practices • Release of members from Communications duties to frontline duties • PALF increased productivity • More effective deployment of resources to Emergency Calls

4.6 Estate Management / Station Upkeep	
Accommodation throughout the Division to be upgraded/maintained at an acceptable level	
Activities	Outcomes
<ol style="list-style-type: none"> 1 New Station for Bailieboro to be actively pursued and tendering process to be commenced by Q3/2019 2. Renovation of Clones Station to facilitate Investigative Interviewing Techniques and House Divisional Drugs Unit by Q4/2019 3. Progress renovation/ extension of Cavan Station to facilitate ASU by Q4/2019 4. Issues arising from reports of Safety Advisor Garda Gannon to be acted on in conjunction with Garda Estate Management 	<ul style="list-style-type: none"> • Better accommodation for members in Bailieboro District and better facilities for member of the Public in Bailieboro District • Provision of training in Investigative Interviewing (Level 2) Techniques by end 2019 for Cavan Monaghan and Louth Divisions • Be able to facilitate ASU (new Unit) in Cavan Q4 2019

5) Our People: Our Greatest Resource

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

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

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

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

Activities	Outcomes
<ol style="list-style-type: none"> All members in the Cavan / Monaghan Division trained in the PALF process Managers to effectively manage the PALF process throughout 2019 through face to face management briefings at shift overlaps and briefing periods. Code of Ethics to be imbedded into every action we take via briefings/operational orders/proactive policing 	<ul style="list-style-type: none"> Members better prepared and informed of what is expected from each individual. All actions taken are ethical, legal, timely and non-discriminatory

5.2 Health and Safety Compliance & Promotion

Effectively manage potential risks and compliance with health and Safety Legislation.

Activities	Outcomes
<ol style="list-style-type: none"> Divisional Safety Committee to meet on a quarterly basis. Garda Members/Garda Staff to highlight issues of concern. Safety and Welfare Issues identified to receive proactive attention. List of Safety Committee Members to form part of Safety Statement in each District. 	<ul style="list-style-type: none"> Ensuring constant liaison between nominated Safety Staff and Management. All employees taking ownership of Safety and Health in their workplace. Shows that Safety issues are taken seriously by everyone.

Divisional Policing Plan

<ol style="list-style-type: none"> 5. Members not to attend serious incidents alone and secure assistance from adjoining Districts if necessary. 6. Raise member's awareness regarding 6 C's first responders principals 7. Survey members to assess Safety, Health and Wellbeing amongst Staff. Develop plan based on results. To be organised and co-ordinated by the Divisional Welfare Committee. 8. Investigate all Occupational Accidents in the Division with a view to establishing the root cause and take necessary remedial actions. 9. Supervisors to carry out routine checks of PPS equipment, Checkpoints properly set up, procedures when dealing with prisoners. 	<ul style="list-style-type: none"> • All members made aware to whom they should report issues of concern. • Member in small stations notify their Headquarter Station to obtain second member before going to incidents • Members will have input to and be able to take ownership of Health, Safety and wellbeing. • Increased safety of Garda members
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5.3 Absence Management and Employee Wellness	
Investing in the physical and mental wellness of our people	
Activities	Outcomes
<ol style="list-style-type: none"> 1. SR1 Forms will be checked by Sergeant in Charge for accuracy. 2. Contact to be made with members on sick leave and back to work meeting held and documented. 3. Garda Staff to be given an opportunity to join Social Club in their District. 4. Dissemination of information and communication conducted in a timely manner. 5. New Welfare Officer to visit each District Headquarter Stations during Q2 and Q3 2019 6. Additional Peer Supporters appointed and trained. Updated list of Peer Supporters to be circulated to all Districts/ Stations 	<ul style="list-style-type: none"> • Ensures that member's sickness is correct when same is recorded on SAMS. • Members not left feeling alone and without contact with their peers. • Inclusivity for all Personnel working in the Division. • Ensures that all members are aware of events in their District. • Members are aware of all support services available to them

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5.4 Civilianisation	
Identification of roles suitable for civilianisation and reallocation of personnel to operational policing duties	
Activities	Outcomes
<ol style="list-style-type: none"> 1. Introduction of One day familiarisation for new Garda Staff Members – to be facilitated by CPD in conjunction with Divisional EO – Code of Ethics, Data protection, SAMS, Policy and Procedures, Garda Structures and Any other information of relevance. 2. Garda Members being redeployed to be treated with dignity and cognisance taken of their individual needs. 3. Proper advance notification of redeployment (minimum three months). 4. Permitted to work similar hours after redeployment (unless by agreement) 5. A minimum of one meeting with District Officer to decide redeployment duties. 6. Familiarisation course (one week) for redeployment to Front Line (New legislation, policy , procedures , PULSE updates, PAF etc.) course to be devised by CPD in consultation with Garda College 7. CPD to devise and arrange familiarisation courses by end Q2/2019 	<ul style="list-style-type: none"> • New Garda Staff member will feel more welcome and therefore perform better. • Members of An Garda Síochána being redeployed properly trained for their new role and therefore reduce risk to organisation, to themselves and colleagues. • Reduce any potential issues in handover of roles.

5.5 Garda Reserve Utilisation	
Utilisation of Garda Reserves for major event policing and routine patrols at weekends	
Activities	Outcomes
<ol style="list-style-type: none"> 1 Greater Garda Presence and higher visibility. 2. Additional assistance for regular members 3. Develop Reserves as potential candidates for members of An Garda Síochána. 	<ul style="list-style-type: none"> • Increased visibility • Increased resources at busy times

5.6 Training Initiatives

Divisional Policing Plan

E Learning has been introduced into the organisation in the last year, for it to be effective members must be given the time and space to utilise it. Code of Ethics and familiarisation with our organisation must be given to new Garda Staff members to fully welcome and include them in our organisation. With the continuous and ongoing change in practices, training has ever been so important and therefore must be given the time and resources required.

Activities	Outcomes
<ol style="list-style-type: none"> 1. Completion of online e-learning courses in suitable training room(s) and time allocated to complete training. 2. CPD Core Programme to be delivered by Continuous Professional Development staff during 2019 3. Requirement for ASP and OC refresher training in 2019 4. New staff members to receive An Garda Síochána Ethics Training throughout 2019 5. Identify ongoing needs for training courses at Divisional (CPD) and National (Garda College) level 6. CPD – One day familiarisation for Garda Staff – One week CPD for member redeployed to frontline (See 5.4) 7. Members properly trained to drive vehicles allocated to Cavan Monaghan Division. 	<ul style="list-style-type: none"> • Members adequately trained to perform duties thereby decrease organisational and personal risks • Code of Ethics further embedded into organisation • Members properly trained to drive all vehicles on allocation to the Division




5.7 Reducing Complaints / GSOC Local initiative

Reduce the number of **Valid** GSOC Complaints by end 2019.

Activities	Outcomes
<ol style="list-style-type: none"> 1. Lessons Learned to be discussed at Management Meetings 2. Inspector Coughlan appointed to manage Local Initiative on GSOC Service Complaints 3. Complaints sent to Division for investigation to be managed within the specified time frames. Where this is not possible an interim report to be forwarded without the need for reminders. 	<ul style="list-style-type: none"> • Decrease the number of <u>valid</u> GSOC Complaints at Service level by end 2019 • Reduction in number of reminders being received from Internal Affairs by end 2019

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	
Ethical behaviour and a respect for Human Rights will be fundamental to all actions, tasks and operations undertaken by members in Cavan Monaghan Division	
Activities	Outcomes
<ol style="list-style-type: none"> Code of Ethics training to continue to receive priority. Currently the only members not trained are new Garda Staff and those who are on Long Term Sick Leave and extended leave of absence. This will be monitored by Divisional Office staff in conjunction with the Code of Ethics Trainers. The objective being where possible that 100 percent of personnel will receive Code of Ethics training. All trained members to sign the Code of Ethics. Treatment of Persons in custody will continue to be an area for regular Inspection and Review in 2019 and will be one of the areas inspected in Q2 and Q4 2019 Human Rights will form an integral part of all our operations and engagement with the Public 	<ul style="list-style-type: none"> Code of Ethics embedded in our Culture in Cavan Monaghan Division Zero valid complaints about breaches of human rights by members of An Garda Síochána in Cavan Monaghan Division.

List of Abbreviations

Divisional Policing Plan

OCG – Organised Crime Gang

CAB – Criminal Assets Bureau

NCIU – National Criminal Intelligence Unit

CHIS – Covert Human Intelligence Source

PAF – Performance Accountability Framework

PALF – Performance, Accountability and Learning Framework

CIO – Criminal Intelligence Officer

GSAS – Garda Síochána Analysis Service

CTU – Coordinating and Cross Border Tasking Unit

GSOC – Garda Síochána Ombudsman Commission

MIT – Mandatory Intoxicant Testing

CPD – Continuous Professional Development

ERC1 – Electronically Recorded Call

CAD – Computer Aided Dispatch

KPI – Key Performance Indicator

ASU – Armed Support Unit

Divisional Policing Plan

Garda Code of Ethics Commitments

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

Duty to Uphold the Law

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

Honesty & Integrity

I will be honest and will act with integrity.

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

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

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

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

Respect & Equality

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

I will treat people with courtesy and respect.

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

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

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

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

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

Examples of Wrongful Reasons for Discrimination

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

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Authority & Responsibility

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

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

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

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

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

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.

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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

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.