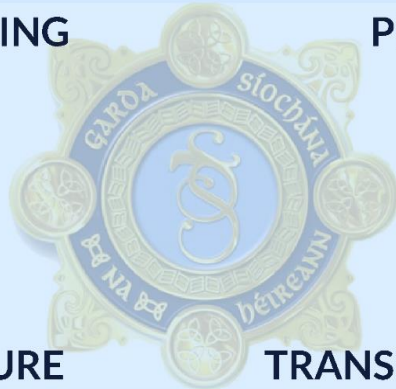


AN GARDA SÍOCHÁNA

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

Clare Divisional Policing Plan 2019

Clare Divisional Policing Plan

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An Garda Síochána Strategy 2019 – 2021:

Our Mission - Keeping People Safe



Clare Divisional Policing Plan

Divisional Officer's Foreword

This document represents the framework from which An Garda Síochána will deliver its policing service in the Clare Division throughout 2019. It is modelled on the priorities and desired outcomes identified in the National Policing Plan 2019 while tailored to meet the needs of the public in Clare.

An Garda Síochána's new Mission Statement and Strategy 2019-21 is also represented in all aspects of this plan, ensuring higher standards in service are set to be achieved over the next few years. As with all previous policing plans this one has been designed to enhance partnerships within all sections of the Clare Community with the aim of fulfilling this organisation's Mission Statement of keeping people safe.

This plan has also been informed by national, local and internal engagement with all relevant stakeholders prior to its formulation and publication. All efforts were made to ensure the views as expressed through national or local engagement are reflected in this plan.

Gardaí in Clare will, as in other years, face common and unique policing challenges which I will endeavour to ensure are met by the highest professional standards.

This plan provides a roadmap as to how we aim to achieve our goals. The Senior Management Team will be continually assessing and driving the Division's progress in respect of all 62 goals.

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.

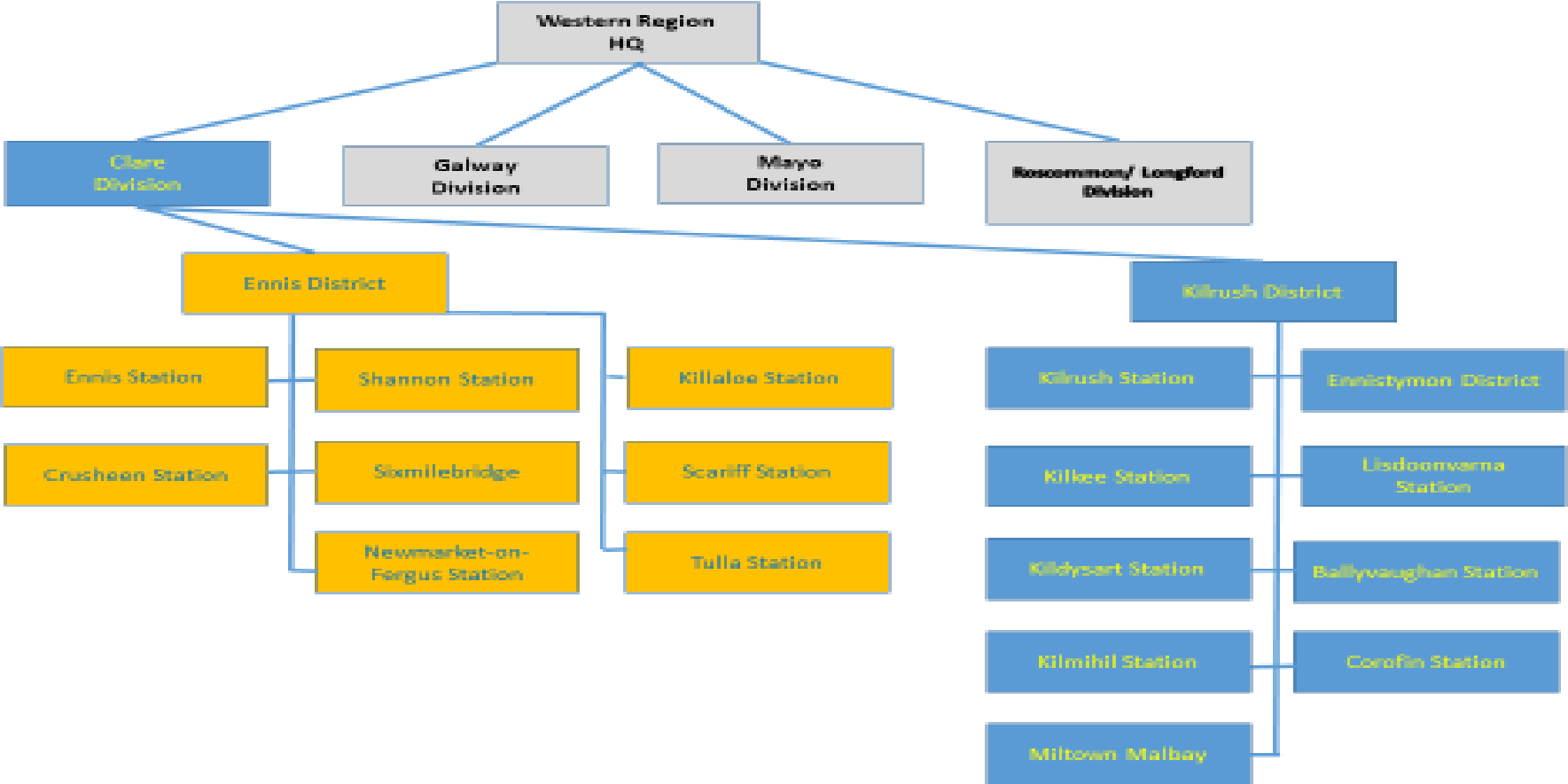
It is my firm view that the best type of policing is achieved through effective community engagement, consensus and the highest professional delivery – Gardaí in this Division will strive to ensure delivery in this regard throughout 2019.

Michael Gubbins, Chief Superintendent Clare

Clare Divisional Policing Plan

Our People & Organisation

Illustrated to show the Western Region Policing Structure:



Clare Divisional Policing Plan

Stations within the Division

| District & Superintendent | Station | Times Open To The Public (<i>where staffing levels permit</i>) | Telephone |
|---|----------------------|--|-------------|
| Ennis District Superintendent Brendan McDonagh | Ennis | 24/7 | 065-6848100 |
| | Shannon | 24/7 | 061-365900 |
| | Killaloe | Mon – Fri: 10am – 1pm 5pm to 7pm Sat & Sun: 10am – 1pm. | 061-620540 |
| | Sixmilebridge | Mon – Sun: 10am – 1pm, Mon – Fri: 2pm – 6pm (When member on duty – Only 3 members attached to station) | 061-369133 |
| | Newmarket-on- Fergus | Mon – Sun: 10am – 1pm & 2pm – 6pm (When member on duty – Only 2 members attached to station) | 061-368172 |
| | Scariff | Mon – Sun: 10am to 1pm (When member on duty – 4 members attached to station) | 061-922790 |
| | Tulla | Mon – Sat: 2.30pm to 3.30pm (When member on duty – Only 2 members attached to station) | 065-6835103 |
| | Crusheen | Mon-Sat: 10am -1pm & Sun 12pm – 2pm (When member on duty – Only 1 members attached to station) | 065-6827122 |
| Kilrush District Superintendent John Galvin | Kilrush | 24/7 | 065-9080550 |
| | Ennistymon | Mon – Fri: 10am – 1pm 5pm to 7pm Sat & Sun: 10am – 1pm. | 065-7072180 |
| | Kilkee | Mon – Sun: 10am to 1pm (Only when member on duty & Available – 1 member presently attached to station) | 065-9086002 |
| | Kildysart | Mon – Sun: 10am to 1pm (Only when member on duty & Available – 1 member presently attached to station) | 065-6832102 |
| | Kilmihil | Mon – Sun: 10am to 1pm and 6pm to 8pm (Only when member on duty & Available – 2 members presently attached to station) | 065-6834152 |
| | Lisdoonvarna | Mon – Fri: 10am to 1pm, Sat: 10am to 12pm Sun: Closed (Only when member on duty & Available – 1 member presently attached to station) | 065-7074222 |
| | Corofin | Mon – Fri: 10am to 1pm, Sat: 10am to 12pm Sun: Closed (Only when member on duty & Available – 2 members presently attached to station) | 065-6837622 |
| | Ballyvaughan | Mon – Fri: 10am to 1pm, Sat: 10am to 12pm Sun: Closed (Only when member on duty & Available – 1 member presently attached to station) | 065-7077002 |
| | Miltown Malbay | Mon – Fri: 10am to 1pm, Sat: 10am to 12pm Sun: Closed (Only when member on duty & Available – 2 members presently attached to station) | 065-7084222 |
| Emergency | 112 or 999 | | |

Clare 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 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 |
| <p>1 – JPC Meetings Attend and present to the Clare Joint Policing Committee the current status of crime in the District/Division on a quarterly basis</p> <p>2 – Community Schemes All active Community Alert/ Neighbourhood/Business Watch Schemes reviewed in District – status to be determined as either operating at low/medium/high activity.</p> | <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 |

Clare 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 |
| <p>3 - High Visibility Policing</p> <p>Targeted beat patrols to be performed and recorded, particularly at each unit crossover period in the vicinity of;</p> <ul style="list-style-type: none"> • Towns/Villages • Estates • Licensed Premises • Supervision Beats <p><i>*Beat duty defined as a tour of duty, or any part thereof, performed on beats. Proactive Patrol incident to be created on PULSE and linked to sub-district Organisation PID, e.g. Killaloe/Ennistymon/Kilrush Policing Plan 2019 Beat</i></p> | <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) | |
|--|--|
| - 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 |
| <p>4 – Engagement with minorities and other vulnerable groups</p> <p>Each District Officer to formalise current procedures relating to minorities and other vulnerable groups, through staff engagement and increased liaison at Garda and management level.</p> <p>Social media to be utilised to the fullest within the confines of Western Region Facebook page.</p> <p>‘Hate-Crime’: clear definition re-circulated</p> | <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 |

Clare Divisional Policing Plan

| 1.4 Children and Young People - Engage with and support young people, providing guidance to keep them safe | |
|--|---|
| | |
| Activities | Outcomes |
| <p>5 - Children and Young People</p> <p>Every primary school in each District will receive a visit in 2019 in line with the Garda Schools Programme</p> <p>All secondary schools within the Division invited to partake in career guidance talks</p> <p>Clare Garda Youth Awards 2019 conducted, 2020 planned</p> | <ul style="list-style-type: none"> • Increased satisfaction with An Garda Síochána: <ul style="list-style-type: none"> ○ Listens/responds to community concerns • Increased trust • Increased perception that An Garda Síochána treats people equally • Improved perception of An Garda Síochána as: <ul style="list-style-type: none"> ○ Helpful & Community focussed ○ Managing crime locally & nationally • Reduced fear of crime / Increased feelings of safety • Increased visibility |

| 1.5 National Drug Strategy - Non-enforcement/community based drugs related goals- delete this comment | |
|---|---|
| | |
| Activities | Outcomes |
| <p>6 – Community Based Drug Related Goal</p> <p>National Drug Strategy implemented across this Division with particular emphasis on threats/ assaults/ intimidation relating to drug debts/crime. D/Inspector Ruane will ensure the strategy is fully addressed operationally.</p> | <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 |

Clare Divisional Policing Plan

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>7 – Crime Management - Managing crime utilising the Performance and Accountability Framework</p> <p>8 - Engaging with Regional crime management structures - Detailed District Crime response document created each quarter and disseminated to all personnel</p> <p>9 - Reviewing Undetected Crime - Detailed review conducted in each quarter in each District with feedback to investigating members where required.</p> <p>10 – Non-Detection of crime Review - Identifying and addressing reasons for non-detection of incidents</p> <p>11 – Incident Investigation Management - Ensuring mandatory investigative actions are completed</p> <p>12 - Ensuring bail and curfew compliance - Standardisation of management of offenders on bail across each District</p> <p>13 – SAOR - District management of Offenders to be in line with SAOR policy</p> | <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 |

Clare Divisional Policing Plan

| 2.2 Crime Prevention - Reduce the incidence of crime through education, awareness and community collaboration | |
|--|---|
| | |
| Activities | Outcomes |
| <p>17 - Crime prevention activities Run Crime Day of action in line with National policy in each District and quarter.</p> <p>18 – Quarterly Days of Action Implement National Crime Prevention & Reduction Strategy initiatives as communicated by CEPS</p> | <ul style="list-style-type: none"> • Reduced fear of crime / Increased feelings of safety • Increased satisfaction with An Garda Síochána: <ul style="list-style-type: none"> ○ Listens/responds to community concerns • Increased trust • Increased perception that An Garda Síochána treats people equally • Increased visibility • Improved perception of An Garda Síochána as: <ul style="list-style-type: none"> ○ Helpful & Community focussed ○ Managing crime locally & nationally |

| 2.3 Controlled Drugs - Enforcement of drugs legislation, focussed on the sale and supply of controlled drugs | |
|---|--|
| | |
| Activities | Outcomes |
| <p>19 - Combating Drug Dealing Activity Each D/Sgt. in each District to liaise with D/Sgt. Divisional Drugs Unit to create, and run an operation against a target for the sale and supply of Drugs</p> | <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 |

Clare Divisional Policing Plan

| 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"> • Reduced fear of crime / Increased feelings of safety • Improved perception of An Garda Síochána as: <ul style="list-style-type: none"> ○ Helpful & Community focussed ○ Managing crime locally & nationally • Increased satisfaction with An Garda Síochána: <ul style="list-style-type: none"> ○ Listens/responds to community concerns • Increased visibility • Increased trust |

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

Clare Divisional Policing Plan

| 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 |
| <p>23 - Working with Criminal Justice Partners Review Ennis District Case management programme with relevant partners – Clare probation service/HSE/TUSLA/Courts Service</p> <p>24 – Juvenile Offenders Provide mechanism for the identification of Juveniles within the Juvenile Diversion Scheme who will undoubtedly go on to be deemed unsuitable for inclusion in the Diversion Scheme</p> <p>25 – Juvenile Offender Reports All reports relevant to Juveniles to be monitored monthly at District level to ensure all requests by GYDO appropriately responded to.</p> | <ul style="list-style-type: none"> • Reduced recidivism • Reduced fear of crime / Increased feelings of safety • Increased visibility • Improved perception of An Garda Síochána as: <ul style="list-style-type: none"> ○ Managing crime locally & nationally |

| 2.7 Victim Support - 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 |
| <p>26 – Victim Assessments/Engagement To increase rates of completion of victim assessment tabs within 3 days of reporting for 85% of incidents. Ensure engagement tabs on PULSE/investigations accurately reflect all victim engagement conducted for the investigation.</p> <p>27 – Call Back visits to Victims of Domestic Violence Victims of Domestic Violence to receive call-backs(in person) within 7 days of making their report.</p> | <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 |

Clare Divisional Policing Plan

| 2.8 Missing Persons - Effective management of all missing persons cases in compliance with Garda policy | |
|--|--|
| | |
| Activities | Outcomes |
| <p>28 – Historical Missing Person Incidents Current operational member assigned to each historical missing person incident to ensure continuity of investigation</p> <p>29 – District Officer Reviews of Missing Persons Incidents District Officer to review all missing person incidents in line with review policy</p> <p>30 – Child Rescue Ireland CRI Alert (H.Q. 43/12) Increase awareness and training among members concerning children going missing within this District.</p> | <ul style="list-style-type: none"> • Increased satisfaction with An Garda Síochána: <ul style="list-style-type: none"> ○ Listens/responds to community concerns • Increased trust • Reduced fear of crime / Increased feelings of safety • Increased perception An Garda Síochána is well managed • 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 |
| <p>31 – Repeat Domestic Violence Victims Devise a District/Divisional register (in line with 2018) where persons/addresses are recorded from all Domestic Violence/Dispute related incidents.</p> | <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 |

Clare Divisional Policing Plan

| 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 |
| <p>32 – All Sexual Assaults Reviewed Quarterly (KPI) Each sexual assault incident reviewed on a quarterly basis to ensure all investigative tasks fully completed in both Districts</p> | <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 |
| <p>33 - Increase Lifesaver Offence Detections</p> <p>34 - Increase MIT breath tests performed - RPT_OPERT001A</p> <p>35 - Implement National Roads Policing Operations Plan</p> <p>36 – FCN Submission - Ensure all FCNs are submitted within one week of incident occurring</p> | <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 |

Clare Divisional Policing Plan

| 2.12 Road Safety Education & Awareness | |
|--|---|
| | |
| Activities | Outcomes |
| <p>37 – Juvenile Traffic Referral Seminars Where juveniles are subject to traffic related referrals they attend JLO/Traffic run seminars re-enforcing road safety</p> | <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 |






| 2.13 Event Management | |
|---|---|
| | |
| Activities | Outcomes |
| <p>38 – Operational Orders Provide detailed operational orders – including risk assessments - to support the event management of:</p> <ul style="list-style-type: none"> • Large Sporting fixtures at Cusack Park, Ennis. • Lahinch – The Dubai Duty Free Irish Open • Protests at Shannon Airport • Festivals in the Ennis and Kilrush Districts • VIP visits to the Division <p>All events which are held annually to be subjected to a review by the relevant District Officer to ensure current best practice is being utilised in each case.</p> | <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 |

Clare Divisional Policing Plan

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 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 |

Clare Divisional Policing Plan




| 3.2 Major Emergency Management - Ensure MEM Readiness across this Division | |
|--|--|
| Activities | Outcomes |
| | <ul style="list-style-type: none">• Improved perception of An Garda Síochána as a well-managed• Increased trust• Reduced fear of crime / Increased feelings of safety• Improved perception of An Garda Síochána as:<ul style="list-style-type: none">○ Helpful & Community focussed |

Clare Divisional Policing Plan

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 |
|--|---|
| <p>41 – Maintain Current Inspection and Review Rates Undertake inspection and reviews in line with Garda policy on 59/2014. Topics to be reviewed to be decided upon by Divisional Senior Management Team at relevant Divisional PAF meeting.</p> | <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 |
|--|--|
| <p>42 – Divisional Risk Register Ensure the ongoing, dynamic management of all risks within this Division recorded and updated in Divisional Risk Register District Risk Registers to be submitted each quarter</p> | <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 |

Clare Divisional Policing Plan

| 4.3 Financial Management - Effective management of all spending within the District , ensuring policing services are delivered within budget | |
|---|---|
| Activities | Outcomes |
| <p>43 – Identify and Manage High Cost Activities Ensure the ongoing, dynamic management of all budgets within the District – identify and address high cost areas</p> | <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 |
| <p>44 – Review/Clarification of PULSE Incidents Reduce the number of ALL incidents with status of Review/Clarification Engage Regional Crime Analysts with a view to creating instant unit/member report on clarification of pulse incidents</p> <p>45 – Creating PULSE Cases Ensure heightened awareness of correct protocol for creating and properly flagging incidents</p> | <ul style="list-style-type: none"> • Increased trust • Increased perception that An Garda Síochána is well managed • Enhanced Data Quality |
| 4.5 Change Projects – Ensure that New Projects under the Modernisation and Renewal Programme are fully rolled out | |
| Activities | Outcomes |
| <p>46 – All New Processes/Initiatives are fully supported All projects such as Investigative Management System, new file sharing project, further Western Region CAD system etc.</p> | <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 |

Clare Divisional Policing Plan

| 4.6 Estate Management / Station Upkeep – Each Building is maintained to high and safe standard. | |
|--|--|
| | |
| Activities | Outcomes |
| <p>47 – Building Needs Analysis Each Garda building within the Division is assessed by the relevant Sgt. i/c with regard to a list of works required to be done – needs listed in order of priority. District list to be maintained and adjudged on a District basis.</p> | <ul style="list-style-type: none"> Enhanced working environment Improved perception of An Garda Síochána as well managed |

Clare Divisional Policing Plan

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 |
|--|--|
| <p>48 - PALF Process All managers effectively manage the PALF process throughout the year</p> <p>49 – Weekly Pre-Tour Briefing Report Devised and Circulated Each Sgt. i/c to design and circulate a weekly pre-tour briefing document which summarises the most notable areas of concern/bail conditions/CIO bulletins etc.</p> | <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 - Investing in the physical and mental wellness of our people

| Activities | Outcomes |
|---|---|
| <p>50 – Safety Statements and Risk Assessments Reviewed Ensuring each Garda building has a fully updated Safety Statement and associated Risk assessments for various duties to be conducted.</p> <p>51 – Firearm Incidents 6 Cs Raise members awareness regarding 6 C's first responders safety principals</p> | <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 |

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

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| 5.3 Absence Management and Employee Wellness - Investing in the physical and mental wellness of our people | |
|--|---|
| | |
| Activities | Outcomes |
| <p>52 - Health & Wellness District wide initiative each quarter to add to Health and Wellness</p> <p>53 – Employee Assistance Increase awareness of this scheme through requests for station visits by Welfare Officers and also by promoting the 24/7 Counselling service available to all Garda staff.</p> | <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 | |
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| | |
| Activities | Outcomes |
| <p>54 – Civilianisation Suitable roles identified to maximise available Garda personnel</p> <p>55 – Garda Staff Training Through engagement with staff ascertain and prioritise training gaps/needs to enhance roles of Garda staff members within this District</p> | <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 |

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| 5.5 Garda Reserve Utilisation – Increase opportunities for Garda Reserve Members to support An Garda Síochána locally | |
|---|---|
| | |
| Activities | Outcomes |
| <p>56 – Garda Reserve Nominated District/ Divisional Inspector to meet with all Garda Reserve members and deliver seminar concerning recent applicable legislation</p> | <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 - District training needs under constant review | |
|--|--|
| | |
| Activities | Outcomes |
| <p>57 – Online Youth Referral Course Completion of online youth referral e-learning course by all operational members</p> <p>58 – CPD Local Training Needs National core CPD programme being delivered in 2019 – however consistent issues requiring training locally to be identified and delivered</p> | <ul style="list-style-type: none"> • Increased engagement with personnel • Increased trust • A better skilled workforce |




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| 5.7 Reducing Complaints / GSOC Local initiative – Proactively engage all staff regarding complaint prevention measures | |
|--|--|
| | |
| Activities | Outcomes |
| <p>59 – GSOC Complaint Review Ennis and Kilrush District Officers to review all GSOC complaints relating to members in both Districts from 2017/18 and 19. Most common issues identified, highlighted and circulated across the Division</p> <p>Request to be made of GSOC to visit station/Division to deliver seminar on most common negative issues identified to GSOC by public in their interactions with An Garda Síochána</p> | <ul style="list-style-type: none"> Increased engagement with personnel Increased trust A better skilled workforce |

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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 highest standards of ethics and human rights compliance are visible in all aspects of policing service | |
|--|---|
| | |
| Activities | Outcomes |
| <p>60 – Ethics Training 100% of Ennis District members offered Ethics Training. 95% of all members receive Ethics Training</p> <p>61 – Signed Code of Ethics 100% of members who have received training to sign the code of ethics</p> | <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 |

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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 style="width: 100%; border: none;"> <tr> <td style="vertical-align: top;"> <ul style="list-style-type: none"> • Age • Disability • Family status • Gender </td> <td style="vertical-align: top;"> <ul style="list-style-type: none"> • Marital status • Membership of the Traveller Community • Religion • Race </td> <td style="vertical-align: top;"> <ul style="list-style-type: none"> • Colour • Nationality • Ethnic or national origins • Sexual orientation </td> <td style="vertical-align: top;"> <ul style="list-style-type: none"> • Gender non-conformity • Political opinion • Residence status • Social origin </td> </tr> </table> | <ul style="list-style-type: none"> • Age • Disability • Family status • Gender | <ul style="list-style-type: none"> • Marital status • Membership of the Traveller Community • Religion • Race | <ul style="list-style-type: none"> • Colour • Nationality • Ethnic or national origins • Sexual orientation | <ul style="list-style-type: none"> • Gender non-conformity • Political opinion • Residence status • Social origin |
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| <p>Authority & Responsibility</p> | <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> <p>I understand that any decision not to follow an instruction needs to be fully justified.</p> <p>I will make sure that I do not take - any substance, such as alcohol or drugs, that will make me unfit for work.</p> <p>I will report to a supervisor if I am unfit for work for any reason.</p> <p>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.</p> <p>I will endeavor to ensure the proper, effective and efficient use of public money and resources.</p> <p>I will not use social media and mobile communications in a manner that may be perceived as discriminatory, bullying, victimising or unprofessional.</p> |
| <p>Police Powers</p> | <p>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.</p> <p>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.</p> <p>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.</p> <p>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.</p> |
| <p>Information & Privacy</p> | <p>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.</p> <p>I will never hide, exaggerate, invent, interfere with or improperly destroy information or evidence.</p> <p>I will gather, retain, access, disclose or process information only in accordance with the law and principles of data protection.</p> <p>I will not improperly convey Garda information to the media or any third party.</p> |
| <p>Transparency & Communication</p> | <p>I will communicate and cooperate openly and effectively with colleagues, the public and with other organisations as much as possible.</p> <p>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.</p> <p>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.</p> <p>I will make sure those victims of crime are made aware of their rights as soon as possible.</p> <p>I will make sure that I communicate information in a manner that is respectful, easy to understand and sensitive to the circumstances.</p> <p>I will keep accurate, complete records, especially of all interviews and complaints.</p> <p>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.</p> |

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| <p>Speaking Up & Reporting Wrongdoing</p> | <p>I will never ignore a colleague's unprofessional, unethical, illegal, or corrupt behaviour, regardless of the person's identity, role, rank or grade.</p> <p>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.</p> <p>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.</p> <p style="text-align: center;">Additional Commitments of Managers</p> <p>I will encourage and facilitate speaking up and reporting wrongdoing at every level in the organisation.</p> <p>I will ensure that matters brought to my attention are considered, are investigated where necessary, and the appropriate action taken.</p> <p>I will be open to matters raised by colleagues and learn from feedback and from reports of wrongdoing.</p> |
| <p>Leadership</p> | <p>I will contribute to a positive and healthy working environment.</p> <p>I will maintain and promote professional standards and the standards of this Code.</p> <p>I will aim to behave in a manner which brings credit on the Garda Síochána and myself thereby promoting public confidence in policing.</p> <p>I will be accountable for orders or instructions I give to others, for the carrying out of those orders and for their consequences.</p> <p style="text-align: center;">Additional Commitments of Managers</p> <p>I will strive to make sure that people I work with carry out their duties in a way that follows this Code.</p> <p>I will make sure that people I work with are effectively supported and guided in performing their duties and maintaining this Code.</p> <p>I will do whatever I can, in my role, to protect and support the physical and mental wellbeing of people I work with.</p> <p>I will ensure that matters brought to my attention are considered, are investigated where necessary, and the appropriate action taken.</p> <p>I will be open to matters raised by colleagues and learn from feedback and from reports of wrongdoing.</p> |