



# Cork North Divisional Policing Plan 2019

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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

Technology  
Data Quality  
Communication  
Operating Model  
Governance, Accountability &  
Transparency

### A SECURE IRELAND

### TRANSFORMING OUR SERVICE

Human Rights Strategy

A Learning Culture

Equality and Ethics

## A HUMAN RIGHTS FOUNDATION

KEEPING  
PEOPLE SAFE

## **Divisional Officer's Foreword**

*An Garda Síochána in Cork North Division strive to serve the people in a professional and accountable manner – bearing in mind our commitments under the Organisation's National Policing Plan and also our obligations as set out in our organisation's Code of Ethics. 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.*

*The Division's Policing Plan for 2019 reflects the actions required to achieve the expected outcomes in the strategic goals of An Garda Síochána Strategy Statement and includes the priorities of Security, Crime, Policing Communities, Customer Service and Roads Policing.*

*Our key focus is to make Cork North Division a safer place for people to live, work and visit and we strive to improve the quality of life for those in this area through maintaining and strengthening the partnerships and networks already forged and by engaging fully with the community and community led groups.*

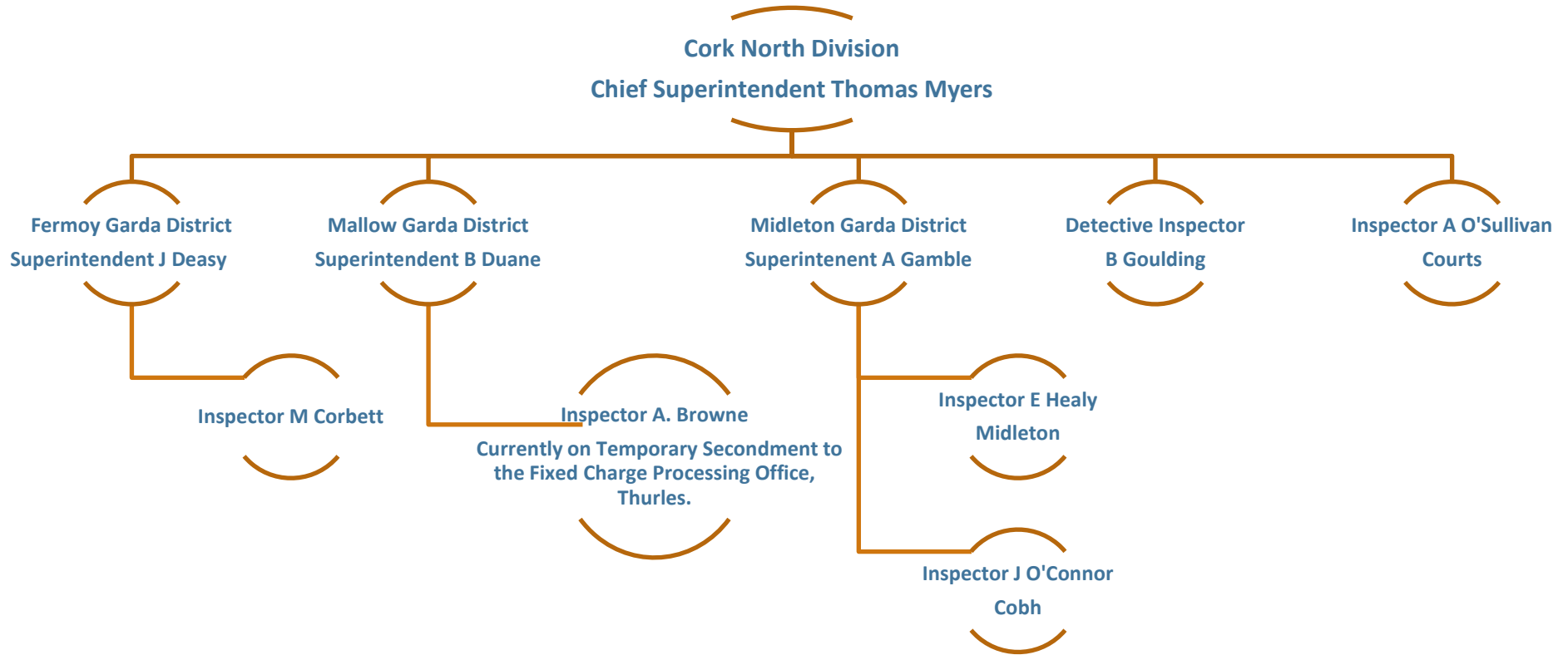
*The challenges we face are becoming increasingly complex, and this plan, which has been compiled through consultation with our internal and external stakeholders, provides a solid framework to meet emerging issues. The key actions in the plan are guided by our core values of honesty, accountability, respect and professionalism.*

*We will ensure that we continually improve our performance and the service we provide to the people of the Division. We will strive to provide a visible presence and effective response to the challenges of crime, anti-social behaviour and road safety while continuing our strategy to deliver on work unseen by the community that provides vital protection against serious and organised crime including drugs and terrorism.*

*We thank you for your ongoing co-operation and support. We will continue to work tirelessly with you to deliver an excellent policing service in the Cork North Division.*

**T. Myers**  
**Chief Superintendent**

## Our People & Organisation









## Stations within the Division

Station	District & Superintendent	Opening Hours	Telephone
Fermoy	Fermoy – Superintendent John Deasy	24/7	025 82100
Mitchelstown	Fermoy – Superintendent John Deasy	10am -6pm Monday to Friday, 2pm to 5pm. Sunday	025 84833
Ballynoe	Fermoy – Superintendent John Deasy	8pm – 9pm Mon to Saturday, Closed Sunday	058 59100
Kilworth	Fermoy – Superintendent John Deasy	4pm -5pm Monday to Saturday, Closed Sunday	025 27101
Kildorrery	Fermoy – Superintendent John Deasy	6.30pm -7.30pm Monday to Saturday , Closed Sunday	022 25162
Castletownroche	Fermoy – Superintendent John Deasy	8pm -9pm Monday to Saturday, Closed Sunday	022 26161
Rathcormac	Fermoy – Superintendent John Deasy	6.30pm -7.30pm Monday to Saturday, Closed Sunday	025 36102
Watergrasshill	Fermoy – Superintendent John Deasy	6pm -7pm Monday to Sarurday, Closed Sunday	021 4889102
Midleton	Midleton – Superintendent Adrian Gamble	24/7	021 4621550
Cobh	Midleton – Superintendent Adrian Gamble	24/7	021 4908530
Youghal	Midleton – Superintendent Adrian Gamble	10am – 6pm Mon to Fri, 10am – 2pm Sat, 12 – 3pm Sun	024 92200
Carrigtwohill	Midleton – Superintendent Adrian Gamble	10am – 1pm Each day	021 4883222
Ballycotton	Midleton – Superintendent Adrian Gamble	8pm – 9pm Monday to Saturday, Closed Sunday	021 4646712
Whitegate	Midleton – Superintendent Adrian Gamble	8pm – 9pm Monday to Saturday, Closed Sunday	021 4661212

Cloyne	Midleton – Superintendent Adrian Gamble	6pm -7pm Monday to Sarurday, Closed Sunday	021 4652515
Killeagh	Midleton – Superintendent Adrian Gamble	6pm -7pm Monday to Sarurday, Closed Sunday	024 95112
Mallow	Mallow – Superintendent William Duane	24/7	022 31450
Charleville	Mallow – Superintendent William Duane	10am – 5pm Monday to Saturday, 12 – 1pm Sunday	06321770
Kanturk	Mallow – Superintendent William Duane	12pm -8pm Monday to Saturday, Closed Sunday	029 20680
Buttevant	Mallow – Superintendent William Duane	10am – 12 noon Monday to Saturday, Closed Sunday	022 41740
Doneraile	Mallow – Superintendent William Duane	12pm – 2pm Monday – Saturday, Closed Sunday	022 24182
Newmarket	Mallow – Superintendent William Duane	10am – 12 noon Monday to Friday, Closed Sat & Sun	029 60002
Liscarroll	Mallow – Superintendent William Duane	8pm – 9pm Monday to Saturday, Closed Sunday	022 48163
Glantane	Mallow – Superintendent William Duane	8pm – 9pm Monday to Saturday, Closed Sunday	022 47154
Milford	Mallow – Superintendent William Duane	8pm – 9pm Monday to Saturday, Closed Sunday	063 80002

## 1) Community Policing

Providing visible, responsive policing services tailored to community needs.

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

1.1 Engaging with Communities (Inc JPC Engagement)	
Working with the Joint Policing Committee (JPC), Neighbourhood Watch, Business Watch, Hospital Watch and similar fora to identify local community requirements to ensure appropriate policing responses.	
Activities	Outcomes
<ol style="list-style-type: none"> <li>Continue the work of Community Policing Officers, CPOs and JLOs across the Division in terms of building relationships with community groups</li> <li>Monitor through Quarterly Policing Plan Review Meeting whether commitments given with regard to specific groups are being honoured</li> <li>Monitor JPC attendance.</li> <li>Endeavour to make greater use of local media to increase visibility and engage with diverse communities- use the channel of the Southern Regional Press Officer.</li> <li>Encourage a proactive sharing of information by Community Policing and Crime Units.</li> </ol>	<ul style="list-style-type: none"> <li>Renewd focus on community policing and engaging with diverse communities.</li> <li>Increased satisfaction with An Garda Síochána</li> <li>Greater response to community concerns</li> <li>Good Inter-agency cooperation.</li> <li>Increased trust</li> <li>Increased perception that An Garda Síochána treats people equally</li> <li>Improved perception of An Garda Síochána as:               <ul style="list-style-type: none"> <li>Helpful &amp; Community focused</li> <li>Managing crime locally &amp; nationally</li> </ul> </li> <li>Reduced fear of crime , Increased feelings of safety</li> <li>Increased visibility,</li> <li>Greater oversight of challenges and initiatives that are working well.</li> </ul>



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"> <li>1. Use GSAS and local intelligence to target 'hotspot' areas during particular windows, with a view to reducing assaults and anti-social behaviours-deploy high visibility patrols.</li> <li>2. Engage with Residents' Associations and Community Alert, Neighbourhood Watch and Safety Fora to drive response to issues.</li> <li>3. Utilise existing relationships to target anti-social behaviours.</li> <li>4. Continue to engage with community projects, specifically those that target 'at risk' young people.</li> <li>5. Review approaches taken and outcomes at Quarterly Policing Plan Review Meeting.</li> <li>6. Renew our focus on community policing based approaches to anti-social behaviour and public order.</li> </ol>	<ul style="list-style-type: none"> <li>• More effective use of resources to target anti-social behaviours.</li> <li>• Enhanced relationships with community fora, residents and businesses.</li> <li>• Increased satisfaction with An Garda Síochána: <ul style="list-style-type: none"> <li>○ Listens/responds to community concerns</li> </ul> </li> <li>• Increased trust</li> <li>• Increased perception that An Garda Síochána treats people equally</li> <li>• Improve perception of An Garda Síochána as an organisation that is helpful &amp; community focused ; that manages crime effectively both locally &amp; nationally</li> <li>• Reduced fear of crime</li> <li>• Increased visibility</li> </ul>

<b>1.3 Engaging with minorities and other vulnerable groups (including hate crime initiatives)</b>	
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.	
<b>Activities</b>	<b>Outcomes</b>
<ol style="list-style-type: none"> <li>1. Community Policing Officers to continue to build and grow relationships with ethnic minority groups in the Division</li> <li>2. Ensure that further Ethnic Liaison training is fully rolled out, as soon as it becomes available.</li> <li>3. Divisional Inspector (with responsibility for Community Policing) to maintain contact with some of their representatives- with regard to high level priorities- communicate the intent of the Plan and how their suggestions have been integrated.</li> <li>4. Close contact to be maintained between the Appointed Inspector, Community Policing and CPO. This will allow for issue and challenges on the ground to infiltrate planning, and awareness.</li> </ol>	<ul style="list-style-type: none"> <li>• Increased satisfaction in terms of our stakeholders</li> <li>• AGS better placed to communicate and integrate concerns of minority and vulnerable groups.</li> <li>• Improved flow of information.</li> <li>• Increased trust</li> <li>• Increased perception that An Garda Síochána treats people equally</li> <li>• Improve perception of An Garda Síochána as: <ul style="list-style-type: none"> <li>○ Helpful &amp; Community focussed</li> <li>○ Managing crime locally &amp; nationally</li> </ul> </li> <li>• Reduced fear of crime, increased feelings of safety.</li> </ul>

<b>1.4 Children and Young People</b>	
Engage with and support young people, providing guidance to keep them safe	
<b>Activities</b>	<b>Outcomes</b>
<ol style="list-style-type: none"> <li>1. Ensure that Safety presentations are implemented in schools throughout the Division - with regard to Cyber security, Road Safety and Cyber Bullying.</li> <li>2. Encourage Community Policing &amp; Divisional Gardai to get involved in local sports clubs with young people</li> <li>3. Continue to nurture the relationship that An Garda Síochána has built up with Foróige representatives in the Division- utilise this to facilitate a flow of information from Foróige to AGS and vice versa.</li> <li>4. Continue the work of the Garda Youth Awards, which builds relationships between AGS and schools in the Division.</li> </ol>	<ul style="list-style-type: none"> <li>• Improved relationships with young people.</li> <li>• Increased trust</li> <li>• Increased perception that An Garda Síochána treats people equally</li> <li>• Increased awareness of issues affecting young people and of their concerns.</li> <li>• Improved perception of An Garda Síochána as:</li> </ul>

	<ul style="list-style-type: none"> <li>○ Helpful &amp; Community focussed</li> <li>○ Managing crime locally &amp; nationally</li> </ul> <p>Increased feelings of safety</p> <ul style="list-style-type: none"> <li>● Increased visibility</li> <li>● Better communication with this target group.</li> </ul>
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<b>1.5 National Drug Strategy</b>	
Continue to work closely with our external stakeholders and partners in efforts to arrive at collaborative solutions to existing challenges, particularly with regard to tackling social issues arising from problem drug use; assist with the deployment of a community development approach.	
<b>Activities</b>	<b>Outcomes</b>
<ol style="list-style-type: none"> <li>1. Continue to engage with our key external stakeholders in the HSE, County Councils, and Voluntary and Community Sector to assist in rolling out identified initiatives to tackle safety issues around drug use</li> <li>2. Continue to engage with vulnerable groups and young people through existing fora.</li> <li>3. Maintain a more visible presence in the community.</li> <li>4. Continue to engage with JPC structure.</li> <li>5. Increase awareness of youth diversion programmes and ensure referral, where appropriate.</li> </ol>	<ul style="list-style-type: none"> <li>● Crucial sharing of information, experience and knowledge to address joint issues.</li> <li>● Opportunity to be involved in inter-agency initiatives.</li> <li>● Relationship growth and development with external agencies and community fora.</li> <li>● Increased satisfaction with An Garda Síochána as an organisation that listens and responds to community concerns</li> <li>● Increased trust</li> <li>● Increased perception that An Garda Síochána treats people equally</li> <li>● Improved perception of An Garda Síochána as: <ul style="list-style-type: none"> <li>○ Helpful &amp; Community focussed</li> <li>○ Managing crime locally &amp; nationally</li> </ul> </li> <li>● Reduced fear of crime / Increased feelings of safety</li> <li>● Increased visibility</li> </ul>

## 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
<ol style="list-style-type: none"> <li>1. Divisional Officer, District Officers, &amp; Detective Inspector to continue to monitor Divisional crime trends and figures by way of the weekly Performance and Accountability Framework meetings, review weekly crime reports from GSAS.</li> <li>2. Divisional Officer and Divisional Management Team to review KPI and Governance Reports on a monthly basis to assess performance.</li> <li>3. Continue to engage with the Regional Crime Management structures.</li> <li>4. Review undetected crime.</li> <li>5. Identify and address reasons for non-detection of incidents</li> </ol>	<ul style="list-style-type: none"> <li>• Increased satisfaction with An Garda Síochána:               <ul style="list-style-type: none"> <li>○ Listens/responds to community concerns</li> </ul> </li> <li>• Increased trust</li> <li>• Increased perception that An Garda Síochána treats people equally</li> <li>• Improved perception of An Garda Síochána as:               <ul style="list-style-type: none"> <li>○ Helpful &amp; Community focussed</li> <li>○ Managing crime locally &amp; nationally</li> </ul> </li> <li>• Reduced fear of crime / Increased feelings of safety</li> </ul>

<ol style="list-style-type: none"> <li>6. Ensure mandatory investigative actions are completed</li> <li>7. Enhance the use of Crime Scene Investigation</li> <li>8. Ensure bail and curfew compliance</li> <li>9. Manage Offenders in line with SAOR policy</li> <li>10. Utilise forensic evidence</li> <li>11. Utilise CCTV evidence</li> <li>12. Implement national assault reduction plan initiatives, as set out in the National Plan</li> <li>13. Continue to utilise GSAS for pin mapping and assessing 'windows' of crime.</li> </ol>	<ul style="list-style-type: none"> <li>• Increased visibility</li> </ul>
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2.2 Crime Prevention	
Reduce the incidence of crime through education, awareness and community collaboration.	
Activities	Outcomes
<p>Crime prevention activities:</p> <ol style="list-style-type: none"> <li>1. Implement National Crime Prevention &amp; Reduction Strategy initiatives as communicated by CEPS</li> <li>2. Continue to engage with external stakeholders- business communities, HSE, Cork County Council in order to come up with collaborative approaches to crime prevention</li> <li>3. Divisional Crime Prevention Officer to continue to utilise the Press Office and to expand ways in which the Southern Region Press Officer is utilised.</li> <li>4. Maximise use of local radio and media to inform the public of issues as they arise in real time</li> <li>5. Continue to use Community and Safety Fora to highlight important issues- 2 way process</li> <li>6. Monitor the implementation of Days of Action and outcomes via the Divisional PAF structure and Quarterly Policing Plan Review Meetings.</li> <li>7. Encourage greater use of GSAS in terms of pin mapping, to enable targeted patrolling of hotspots for the most efficient use of resources, and better outcomes.</li> </ol>	<ul style="list-style-type: none"> <li>• Reduced fear of crime</li> <li>• Increased feelings of safety</li> <li>• Increased satisfaction with An Garda Síochána as an organisation that listens and responds to community concerns</li> <li>• Increased trust</li> <li>• Increased visibility</li> <li>• Improved perception of An Garda Síochána as: <ul style="list-style-type: none"> <li>-Helpful &amp; Community focussed</li> <li>- Managing crime locally &amp; nationally</li> </ul> </li> </ul>

2.3 Controlled Drugs	
Enforcement of drugs legislation, focused on the sale and supply of controlled drugs	
Activities	Outcomes
<ol style="list-style-type: none"> <li>1. Monitor and encourage liaison between District Officer &amp; the Detective Inspector to ensure that persons suspected of involvement in drugs are identified, and that this information is being circulated as appropriate.</li> <li>2. Carry out Operations that target Section 15 MDA/street dealing as per the Misuse of Drugs Act</li> <li>3. At pre-tour briefing, all members to be actively encouraged to increase their own knowledge and awareness of those involved in organised crime, with a view to disrupting their operations</li> <li>4. Maintain activity amongst members with respect to identified individuals, with the aim of increasing detections.</li> <li>5. Review the target list based on activity and engagement of members against detections made</li> </ol>	<ul style="list-style-type: none"> <li>• Increased Garda Activity against persons known to engage in the Sale and Supply of Drugs</li> <li>• Increased detections for drugs offences</li> <li>• Improved perception of An Garda Síochána as: <ul style="list-style-type: none"> <li>-Managing crime locally &amp; nationally</li> </ul> </li> <li>• Reduced fear of crime</li> <li>• Increased satisfaction with An Garda Síochána as an organisation that listens and responds to community concerns</li> <li>• Increased trust</li> <li>• Increased visibility</li> </ul>

2.4 Organised Crime (including firearms offences, Human Trafficking and European Arrest Warrants)	
[REDACTED]	
Activities	Outcomes
[REDACTED]	<ul style="list-style-type: none"> <li>■ [REDACTED]</li> <li>■ [REDACTED]</li> <li>■ [REDACTED]</li> <li>■ [REDACTED]</li> <li>■ [REDACTED]</li> </ul>

2.5 Criminal Intelligence (Including CHIS)	
[Redacted]	
Activities	Outcomes
[Redacted]	<ul style="list-style-type: none"> <li>■ [Redacted]</li> <li>■ [Redacted]</li> <li>■ [Redacted]</li> <li>■ [Redacted]</li> <li>■ [Redacted]</li> <li>■ [Redacted]</li> <li>■ [Redacted]</li> </ul>

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
<ol style="list-style-type: none"> <li>1. Continue to work with our Criminal Justice Partners and Local Drugs Task Force to achieve shared aims.</li> <li>2. JLO to continue to engage with projects throughout the division as identified</li> <li>3. JLO to continue to refer suitable individuals to the Youth Diversion Programme.</li> <li>4. Restorative Justice to be implemented where this is deemed appropriate with regard to minors.</li> <li>5. Monitor our engagement with initiatives through Quarterly Policing Plan Review Process.</li> </ol>	<ul style="list-style-type: none"> <li>• Reduced recidivism</li> <li>• Reduced fear of crime / Increased feelings of safety</li> <li>• Relationships sustained and developed with relevant agencies and our criminal justice partners.</li> <li>• Effective implementation of SAOR and Child Diversion policies.</li> <li>• Increased visibility</li> <li>• Improved perception of An Garda Síochána as effectively managing crime locally &amp; nationally.</li> <li>• Internal oversight mechanisms strengthened at Divisional level through quarterly Policing Plan Reviews.</li> </ul>



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 of Crime Act.	
Activities	Outcomes
<ol style="list-style-type: none"> <li>1. Continue to monitor Victim call-backs- nominate this as a Divisional topic for Inspection during Q2 2019-analyse the results.</li> <li>2. Continue to provide a professional service to victim of crime through Victim Support Office- timely and efficient updating with regard to cases, progress etc.</li> <li>3. Ensure that Victims of Crime Act is fully complied with throughout the Division- where risks exist address or escalate as appropriate: utilise Risk Management Process and Inspections and Review process to drive same.</li> <li>4. Continue to encourage use of the Victim Engagement Screen on PULSE- through the weekly PAF structure and by conducting regular Inspections and Reviews- lookback on the level of compliance during 2018 versus 2019, by Q4 2019.</li> <li>5. We will increase the proportion of completed victim assessments which are made within 3 days of reporting to 85%</li> </ol>	<ul style="list-style-type: none"> <li>• Victims of crime updated with developments in their cases.</li> <li>• Accurate record-keeping at all times of victim engagement.</li> <li>• Increased trust in AGS's processes around investigation management.</li> <li>• Increased victim satisfaction.</li> <li>• Increased satisfaction with An Garda Síochána as an organisation that listens and responds to community concerns.</li> <li>• Increased perception that An Garda Síochána treats people- including all victims of crime- equally.</li> <li>• Improved perception of An Garda Síochána as: <ul style="list-style-type: none"> <li>○ Victim focused.</li> <li>○ Managing crime effectively, both locally &amp; nationally.</li> </ul> </li> </ul>

2.8 Missing Persons	
Effective management of all missing persons cases , in compliance with Garda policy-call it out here, as per last year's plan.	
Activities	Activities
<ol style="list-style-type: none"> <li>Oversee a mid-year review of missing persons cases, across the Division.</li> <li>Monitor this area through the Quarterly Policing Plan Review Process.</li> </ol>	<ul style="list-style-type: none"> <li>Mid-Year review conducted and monitoring implemented.</li> <li>Better oversight and monitoring of this area.</li> <li>Increased satisfaction with An Garda Síochána:</li> <li>Increased feelings of safety</li> <li>Increased perception An Garda Síochána is well managed</li> <li>Improved perception of An Garda Síochána as:               <ol style="list-style-type: none"> <li>Helpful &amp; Community focussed</li> <li>Managing crime locally &amp; nationally</li> </ol> </li> </ul>

2.9 Domestic Abuse	
Provide an empathetic responsive service to all victims of domestic abuse, in line with relevant Garda policy and legislation, including the Domestic Violence Act 2018 and Domestic Abuse Intervention Policy as per HQ Directive 23/2017.	
Activities	Outcomes
<ol style="list-style-type: none"> <li>Provide in person call-backs to domestic violence victims for a <u>minimum</u> of 40% of victims of domestic abuse. These visits will be recorded on the victim engagement screen</li> <li>Monitor the performance of the Division with regard to whether or not Domestic Abuse Call-backs have been conducted.</li> <li>Utilise Governance Reports to check performance in this area.</li> <li>Prescribe this topic for review through the IRR Inspections and Reviews Process.</li> </ol>	<ul style="list-style-type: none"> <li>Increased reporting of domestic violence related offences.</li> <li>Call-backs being conducted in all appropriate cases.</li> <li>Increased satisfaction with An Garda Síochána:</li> <li>As an organisation that listens and responds to community concerns and the needs of vulnerable victims.</li> <li>Increased trust.</li> </ul>

<p>5. Monitor compliance with the Domestic Violence Act 2018 and Domestic Abuse Intervention Policy as per HQ Directive 23/2017.</p>	<ul style="list-style-type: none"> <li>• Improved perception of An Garda Síochána as an organisation that manages crime locally &amp; nationally</li> <li>• Increased visibility.</li> <li>• Increased feelings of safety.</li> </ul>
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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"> <li>1. Set up a Divisional PSU to provide a cohesive, structured approach to tackling sexual crime.</li> <li>2. Continue to build and develop relationships with key external agencies such as Túsla and The Cork Sexual Violence Centre.</li> </ol>	<ul style="list-style-type: none"> <li>• Increased reporting of sexual offences</li> <li>• Avoidance of repeat victimisation</li> <li>• Better outcomes for victims of sexual crime.</li> <li>• Increased satisfaction with An Garda Síochána:</li> <li>• A sense that AGS listens and responds to victims' concerns</li> <li>• Increased trust.</li> <li>• Increased perception that An Garda Síochána treats people equally</li> <li>• Improved perception of An Garda Síochána as: <ul style="list-style-type: none"> <li>○ Approachable and responsive.</li> <li>○ Effectively managing crime locally &amp; nationally</li> </ul> </li> </ul>

## Roads Policing

We will increase road safety, reducing collisions, injuries and road deaths through the effective enforcement of key lifesaver offences and working collaboratively with our road safety partners

Activities outlined on the following pages support us in realising the following outcomes, set out in the national policing plan:					
Road Deaths	↓	Serious Injuries	↓	Seat Belt Detections	↑
Speeding Detections	↑	MIT Breath Tests	↑	Mobile Phone Detections	↑

### We will achieve this by:

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	Activities
<ol style="list-style-type: none"> <li>1. Patrols carried out on targeted routes as identified by Divisional Traffic Inspector,</li> <li>2. GSAS, in conjunction with Divisional Traffic Inspector to identify routes used by criminal networks; patrols to be conducted with a view to denying criminals use of the road network.</li> <li>3. Comply with 'Go Safe' Campaign as it is rolled out nationwide.</li> <li>4. Increase lifesaver offence detections against 2018.</li> <li>5. Conduct 6 Seatbelt and 6 Mobile Phone days of Action per quarter, during 2019.</li> <li>6. Perform a greater number of MIT breath tests than 2018</li> <li>7. Implement National Roads Policing Operations Plan: conduct 6 Speeding Days of Action per quarter during 2019.</li> <li>8. Operation Intoxicated Driving to be conducted each weekend.</li> <li>9. Issuance of Manual Summonses arising from the FCPS system-PAF Administrator to extract summonses for manual issue, and discuss and weekly PAF.</li> <li>10. Raise awareness amongst all members with regard to the rationale for MIT Checkpoints-the necessity for accurate Roads Policing data arising from Crowe Horwath recommendations.</li> <li>11. A reduction in the FCN recording delay to less than 16 days on average per month for manually issued FCN records</li> </ol>	<ul style="list-style-type: none"> <li>• Daily patrols carried out across the Division.</li> <li>• Safer Roads, reduced road deaths, reduced road traffic collisions and serious injuries.</li> <li>• Disruption of criminal activity by targeted patrolling of identified 'risk areas'.</li> <li>• Compliance with 'So Safe' campaign as it is rolled out nationwide.</li> <li>• Increase in Lifesaver detections, in comparison with 2018.</li> <li>• 18 Days of Action conducted for Mobile Phones.</li> <li>• 18 Days of Action conducted for Seatbelts.</li> <li>• Increase in MIT detections, in comparison with 2018; DWI checkpoints conducted each weekend.</li> <li>• Enforcement activity increased based on 2018 enforcement activity data.</li> </ul>

	<ul style="list-style-type: none"> <li>• 18 Days of Action focused on speeding, conducted during 2019.</li> <li>• Increase in Drug Driving Detections</li> <li>• All summonses that require manual issue to be dealt with within statutory time limits of 110 days (FCPS) and 6 months, during 2019.</li> <li>• Clarity of purpose across the Division with regard to MIT Checkpoints.</li> <li>• Increased satisfaction with An Garda Síochána:</li> <li>• Increased feelings of safety on our roads.</li> <li>• Increased visibility Operation Intoxicated Driving to be conducted each weekend.</li> <li>• Issuance of Manual Summonses arising from the FCPS system-PAF Administrator to extract summonses for manual issue, and discuss and weekly PAF.</li> <li>• Raise awareness amongst all members with regard to the rationale for MIT Checkpoints-the necessity for accurate Roads Policing data arising from Crowe Horwath recommendations.</li> </ul>
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2.12 Road Safety Education & Awareness	
Raise awareness with regard to Road Safety amongst all road users to achieve better outcomes in terms of driver behaviour, safety, and feelings of safety on our roads.	
Activities	Outcomes
<ol style="list-style-type: none"> <li>1. Multi Agency Checkpoints to be arranged in conjunction with the RSA, Revenue Commissioners, Department of Social Protection, Taxi Regulator and other relevant stakeholders/agencies.</li> <li>2. Conduct 2 Road Safety Talks per Quarter to Schools and Employers to enhance awareness of road safety initiatives.</li> <li>3. Use local media to communicate strongly and clearly the Road Safety message in the Cork North Division- utilise Facebook, local media and Southern Region Press Officer to drive communications.</li> </ol>	<ul style="list-style-type: none"> <li>• Increased number of checkpoints and enhanced cooperation with external agencies.</li> <li>• Increased trust</li> <li>• Enhanced communications around Road Safety.</li> <li>• Enhanced awareness among the general public with regard to road safety.</li> <li>• A reduction in the number of fatal and serious injuries as a result of Road Traffic Collisions.</li> <li>• Increased feelings of safety</li> <li>• Increased visibility</li> </ul>

2.13 Event Management	
To ensure a consistent, professional approach to the management of all major events that occur in the Cork North Division.	
Activities	Outcomes
<ol style="list-style-type: none"> <li>1. Develop the capability and capacity of the Cork North Division to manage the increasing numbers of major events that will be policed during 2019.</li> <li>2. Oversee the planning of events for Cork North Division. Ensure that each District officer identifies events and liaise with the HSE Ambulance Service, the Fire Service, and Cork City Council/Cork County Council &amp; event promoters to develop and implement plans to address policing needs, in line with anticipated attendance levels.</li> </ol>	<ul style="list-style-type: none"> <li>• All event planning completed and implemented satisfactorily throughout 2019:</li> <li>• Ensure that public order, traffic management etc. is managed without undue disturbance to residents, attendees and the general public.</li> <li>• Improved perception of AGS as helpful and community focused.</li> <li>• Greater visibility of Gardaí in the community.</li> <li>• Increased feelings of safety on our roads.</li> </ul>

### 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	↓		

#### We will achieve this by:

3.1 Local Subversive Targets	
[Redacted]	
Activities	Outcomes
[Redacted]	<ul style="list-style-type: none"> <li>■ [Redacted]</li> <li>■ [Redacted]</li> <li>■ [Redacted]</li> <li>■ [Redacted]</li> <li>■ [Redacted]</li> <li>■ [Redacted]</li> </ul>

3.2 Border Security & Cross Border Crime	
<p>[Redacted]</p>	
Activities	Outcomes
<p>[Redacted]</p>	<ul style="list-style-type: none"> <li>■ [Redacted]</li> <li>■ [Redacted]</li> <li>■ [Redacted]</li> <li>■ [Redacted]</li> <li>■ [Redacted]</li> <li>■ [Redacted]</li> <li>■ [Redacted]</li> </ul>

3.3 Major Emergency Management	
<p>To adopt a professional and competent approach to interfacing with external groups with regard to major emergency management; to be prepared for all Major Emergency Management events through training exercises and workshops.</p>	
Activities	Outcomes
<p>[Redacted]</p>	<ul style="list-style-type: none"> <li>■ [Redacted]</li> <li>■ [Redacted]</li> </ul>






	<p>[REDACTED]</p> <ul style="list-style-type: none"><li>[REDACTED]</li><li>[REDACTED]</li><li>[REDACTED]</li><li>[REDACTED]</li><li>[REDACTED]</li></ul>
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## 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	
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### We will achieve this by:

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"> <li>1. Divisional Officer to conduct quarterly Divisional inspection and reviews in line with Garda HQ Directive 59/2014.</li> <li>2. Analyse outcomes of inspections-oversee remedial actions and monitor risk progression, if necessary.</li> <li>3. Utilise risk management process to identify areas for Inspection.</li> <li>4. If risks are identified through Inspection process, address or escalate as appropriate.</li> <li>5. Conduct reviews of problematic areas.</li> </ol>	<ul style="list-style-type: none"> <li>• Better awareness and oversight of all processes.</li> <li>• Increased trust.</li> <li>• Increased perception that An Garda Síochána is well-managed.</li> <li>• Proactive identification of challenges and management of same before crisis point is reached.</li> <li>• Mitigation of operational and reputational damage.</li> <li>• Enhanced connection with processes that are working well-potential enabler of best practice.</li> </ul>

<b>4.2 Risk Management</b>	
Ensure the effective management of risk within the Division to support the achievement of goals and objectives.	
<b>Activities</b>	<b>Outcomes</b>
<ol style="list-style-type: none"> <li>1. Divisional Office to ensure the ongoing, dynamic management of all risks within the Division, engaging with all relevant stakeholders.</li> <li>2. Divisional Office to undertake a review of the Divisional Risk Register in line with the development and evaluation of the annual Policing Plan.</li> <li>3. Utilise organisational supports to add value to Divisional risk management.</li> <li>4. Ensure all risk registers are submitted on a quarterly basis in compliance with risk management policy and procedures.</li> <li>5. Use Risk Management process to inform Inspections and Reviews and allow Inspection outcomes to feed in to Risk Register.</li> </ol>	<ul style="list-style-type: none"> <li>• Proactive management of Divisional risks.</li> <li>• Effective identification of emerging risk.</li> <li>• Greater capacity to mitigate challenges before they become operational or reputational threats.</li> <li>• Creates better opportunities for lateral mapping of problems, thus allowing more 'joined up' thinking.</li> <li>• Improved perception of An Garda Síochána as an organisation that effectively manages crime, locally &amp; nationally.</li> <li>• Increased trust in our processes.</li> </ul>

<b>4.3 Financial Management</b>	
Manage all spending within the Division effectively; ensure that policing services are delivered within budget.	
<b>Activities</b>	<b>Outcomes</b>
<ol style="list-style-type: none"> <li>1. Each District Officer to ensure the ongoing, dynamic management of all budgets within their District.</li> <li>2. Utilise financial reports on Corepay and Management reports to monitor and review Divisional overtime T&amp;S and special operations budgets; identify key cost drivers and implement control measures where necessary.</li> <li>3. Review financial reports on ongoing basis with a focus on controllable costs (OT, T&amp;S, other non-pay related costs)</li> <li>4. Manage Towing contract.</li> <li>5. Inspector (with responsibility for Procurement) to manage Procurement processes and adherence to same.</li> </ol>	<ul style="list-style-type: none"> <li>• Effective management of all budgets in the Division.</li> <li>• Timely flagging of allocation and expenditure issues as and when they arise.</li> <li>• Effective analysis of key cost drivers.</li> <li>• Divisional Office to provide key support and guidance to District Officers with regard to the management of their budgets and introduction of control measures.</li> <li>• Increased perception that An Garda Síochána is well managed.</li> <li>• Increased trust.</li> </ul>

4.4 Data Quality	
Engage in activities that improve organisational data quality.	
Activities	Outcomes
<ol style="list-style-type: none"> <li>1. Reduce the number of incidents created after 24 hours.</li> <li>2. Reduce the number of <b>HISTORIC</b> incidents with status of Review/Clarification</li> <li>3. Reduce the number of <b>RECENT</b> incidents with status of Review/Clarification</li> <li>4. Reduce the number of Incidents created manually</li> <li>5. Conduct Inspections with regard to quality of crime files/investigation notes using IRR System</li> <li>6. Continue to raise the issue of data quality through the Divisional PAF structure.</li> <li>7. Review different strands of data quality using the Quarterly Policing Plan Review Meeting and Inspections and Review process.</li> </ol>	<ul style="list-style-type: none"> <li>• Reliable Statistics</li> <li>• Fewer incidents with status of Review/Clarification</li> <li>• Greater awareness internally of data quality issues as they arise.</li> <li>• Increased perception that An Garda Síochána is well managed</li> <li>• Enhanced Data Quality</li> <li>• Increased trust.</li> </ul>

4.5 Change Projects	
Work with the Strategic Transformation Office with regard to change projects. Oversee and manage the implementation of all Pilot Projects in Cork North Division.	
Activities	Outcomes
<ol style="list-style-type: none"> <li>1. Set up a Divisional Protective Services Unit and to champion its role in the investigation of sexual crime; follow up any issues flagged with regard to resourcing.</li> <li>2. Divisional Officer and each District Officer to work closely with national offices to implement any change projects to be introduced under the DPM and APSFF e.g. IMS, RDMS.</li> <li>3. Continue to support the Civilianisation process through the active identification of roles suitable for civilianisation.</li> <li>4. Increase Garda visibility, by identifying roles suitable for civilianisation and implementing same.</li> </ol>	<ul style="list-style-type: none"> <li>• Continuing review of the effective functioning of Units set up under the MRP.</li> <li>• Clear communication and collaboration amongst District Officers, Divisional Officer and national offices.</li> <li>• Increased satisfaction with An Garda Síochána:</li> <li>• Improved perception of An Garda Síochána as: <ul style="list-style-type: none"> <li>○ Helpful &amp; Community focussed</li> <li>○ Managing crime locally &amp; nationally</li> </ul> </li> <li>• Increased trust</li> </ul>

	<ul style="list-style-type: none"> <li>• Greater visibility of Gardaí as a result of redeployment.</li> <li>• Reduced fear of crime / Increased feelings of safety</li> </ul>
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5.6 Estate Management / Station Upkeep	
Ensure that standards are maintained in Garda stations across the Division, with regard to regulations guiding minimum working conditions and Health and Safety legislation.	
Activities	Outcomes
<ol style="list-style-type: none"> <li>1. Comply with Health and Safety legislation as required by law.</li> <li>2. Work with Regional Health and Safety Officer to maintain standards and to tackle issues as they arise.</li> <li>3. Ensure reasonable accommodation for all employees of An Garda Síochána and for all citizens-in particular victims of crime- who need to access our services.</li> </ol>	<ul style="list-style-type: none"> <li>• Enhanced working environment</li> <li>• A working environment that complies with health and safety regulations for all personnel.</li> <li>• Ongoing monitoring and remediation of accommodation issues.</li> <li>• Improved perception of An Garda Síochána as well managed</li> </ul>

## 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
<ol style="list-style-type: none"> <li>1. All members to be trained in the PALF process.</li> <li>2. Managers to effectively manage the PALF process throughout the year and ensure that personnel engage in the process on an ongoing basis.</li> <li>3. Encourage Face-to-face management briefings at shift overlaps and briefing periods.</li> <li>4. Divisional Office to lead out in monitoring PALF training.</li> <li>5. Utilisation of 15 minute briefing periods to drive PALF.</li> </ol>	<ul style="list-style-type: none"> <li>• National strategic goals to be linked to Divisional, unit and individual goals.</li> <li>• Increased awareness of strategic priorities.</li> <li>• Increased linkage between strategic goals and the operational activities of frontline personnel.</li> <li>• Improved perception of An Garda Síochána as well managed</li> <li>• Increased satisfaction with An Garda Síochána as an organisation that manages crime locally &amp; nationally.</li> </ul>

5.2 Health and Safety Compliance & Promotion	
Ensure compliance with Health and Safety legislation.	
Activities	Outcomes
<ol style="list-style-type: none"> <li>1. Utilise Regional Health and Safety Officer to identify health and safety issues as they arise, and to mitigate risk in this area.</li> <li>2. Raise members awareness regarding 6 C's first responders safety principles.</li> </ol>	<ul style="list-style-type: none"> <li>• A safe and healthy working environment for all employees of An Garda Síochána;</li> <li>• A safe environment for all users of our services.</li> </ul>

5.3 Absence Management and Employee Wellness	
Investing in the physical and mental wellbeing of our people.	
Activities	Outcomes
<ol style="list-style-type: none"> <li>1. Drive awareness across the Division in terms of managers' obligations with regard to ongoing sickness absence, including monitoring trends and providing personnel with information about available supports; timely submission of documentation to H.R.</li> <li>2. Drive awareness of environmental issues impacting sick leave.</li> <li>3. Appoint a wellness champion/contact person for the Division</li> <li>4. Increase awareness across the Division of the services of the Employee Assistance Service, peer support and counselling services.</li> <li>5. Conduct a review of SAMS as per Q4 2018, through IRR Inspections and Review process.</li> <li>6. Initiatives in terms of peer support.</li> </ol>	<ul style="list-style-type: none"> <li>• Better communication between senior management and frontline personnel- both operational and administrative-with regard to wellbeing and workplace issues that may impact on health and performance.</li> <li>• Greater awareness of underlying issues that might impact on performance.</li> <li>• Better provision of information and services to all personnel.</li> <li>• Greater awareness of the importance of physical and mental wellbeing in the workplace.</li> <li>• A workforce that feels respected and valued.</li> <li>• Increased perception that An Garda Síochána treats people equally</li> <li>• Increased trust.</li> <li>• Improved perception of An Garda Síochána as an organisation that is helpful and community focused.</li> </ul>

5.4 Civilianisation	
Identification of roles suitable for civilianisation and reallocation of personnel to operational policing duties to achieve greater Garda visibility and 'value for money'.	
Activities	Outcomes
<ol style="list-style-type: none"> <li>1. Proactive identification of suitable roles for civilianisation</li> <li>2. Civilianisation of suitable roles to maximise available Garda personnel for operational duties and thus achieve 'value for money'.</li> <li>3. Redeployment of Garda personnel to operational duties.</li> <li>4. Divisional monitoring and review of redeployment process.</li> <li>5. Utilise existing skill sets of Garda Staff to enable this transition.</li> <li>6. More focused and efficient development of all personnel- both Garda Staff and sworn members.</li> </ol>	<ul style="list-style-type: none"> <li>• Successful identification of roles for civilianisation and redeployment of Garda from administrative roles to operational duties.</li> <li>• Greater visibility of Gardaí on the frontline.</li> <li>• Increased satisfaction with An Garda Síochána.</li> <li>• Increased trust.</li> <li>• Increased feelings of safety in communities due to greater visibility.</li> <li>• Increased perception that An Garda Síochána is well managed.</li> <li>• Increased perception that An Garda Síochána is:</li> <li>• Helpful &amp; Community focused</li> <li>• Managing crime locally &amp; nationally.</li> <li>• Enhanced matching of individuals to skill sets.</li> </ul>

5.5 Garda Reserve Utilisation	
Maximise use of available reserves across the Cork North Division in order to achieve greater visibility.	
Activities	Outcomes
<ol style="list-style-type: none"> <li>1. District Officers to hold bi-annual meetings with Reserve Gardaí as per local Policing Plans; tailor skillset to deployment- both at major events and in the Districts during 2019.</li> </ol>	<ul style="list-style-type: none"> <li>• Improve the public's perception of An Garda Síochána as and organisation that is: <ul style="list-style-type: none"> <li>○ Helpful &amp; Community focused</li> <li>○ Managing crime locally &amp; nationally</li> </ul> </li> <li>• Increased visibility</li> <li>• Reduced fear of crime</li> </ul>






5.6 Training Initiatives	
Participate in all training initiatives that are rolled out under the MRP; proactively identify training gaps across the Division and make appropriate application for same.	
Activities	Outcomes
<ol style="list-style-type: none"> <li>1. Ensure that training deficiencies are proactively identified and steps taken to address them during 2019.</li> <li>2. Divisional Office to carry out a training needs assessment among civilian personnel during Q2.</li> <li>3. A full training needs assessment of all members to be carried out.</li> <li>4. Completion of online youth referral e-learning course</li> </ol>	<ul style="list-style-type: none"> <li>• Development of our people, leading to a more highly skilled and professionalised workforce.</li> <li>• Increased engagement with personnel.</li> <li>• Increased trust.</li> </ul>

<b>5.7 Reducing Complaints / GSOC Local initiative</b>	
Proactive approach to reducing the level of GSOC complaints through analysing factors driving complaints in broad terms and creating awareness of problematic processes and behaviours	
<b>Activities</b>	<b>Outcomes</b>
Utilise the GSOC area of the Governance Hub <ol style="list-style-type: none"> <li>1. to mitigate against risks;</li> <li>2. to drive best practice and awareness with regard to processes &amp; behaviours that most frequently lead to formal investigations/GSOC complaints.</li> </ol>	<ul style="list-style-type: none"> <li>• Increased engagement with personnel on key issues driving complaints.</li> <li>• Increased awareness in AGS of how to prevent complaints, where preventable (include reference to Code of Ethics, Human Rights directives, where available)</li> <li>• Increased trust.</li> </ul>

## 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	
Embed human rights, ethical behaviour and equality into our daily practices- both at strategic and operational level-in all of our interfaces- both internally and externally	
Activities	Outcomes
<ol style="list-style-type: none"> <li>1. Drive awareness of the Code of Ethics across the Cork North Division.</li> <li>2. Underline the importance of the key principles of the Code of Ethics through strategic initiatives.</li> <li>3. Support any Human Rights initiatives that are introduced nationally, particularly with regard to the September 2018 report by the Commission on the Future of Policing.</li> <li>4. Drive awareness across the Division of Human Rights as a first principle of policing.</li> <li>5. 100% personnel offered ethics training, 95% of members to have completed ethics training, 100% of personnel trained to have signed the code of ethics</li> </ol>	<ul style="list-style-type: none"> <li>• Increased satisfaction with An Garda Síochána as an organisation that listens and responds to community concerns.</li> <li>• Increased trust in AGS and its processes.</li> <li>• Increased perception that An Garda Síochána treats people equally.</li> <li>• Improved perception of An Garda Síochána as:             <ul style="list-style-type: none"> <li>○ Helpful &amp; Community focused</li> <li>○ Managing crime locally &amp; nationally</li> </ul> </li> <li>• Increased feelings of safety in communities.</li> <li>• Internally, the necessity of having respect for the human rights of employees of AGS strongly underlined.</li> </ul>

## 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
- Marital status
- Colour
- Gender non-conformity
- Disability
- Membership of the Traveller Community
- Nationality
- Political opinion

- Family status
- Gender
- Religion
- Race
- Ethnic or national origins
- Sexual orientation
- Residence status
- Social origin

### Authority & Responsibility

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

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

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

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

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

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

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

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

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

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

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

### Police Powers

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

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

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

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

### Information & Privacy

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

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

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

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

## Transparency & Communication

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

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

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

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

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

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

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

## Speaking Up & Reporting Wrongdoing

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

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

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

### Additional Commitments of Managers

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.