



## Cork West Divisional Policing Plan 2019

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## An Garda Síochána Strategy 2019 – 2021:

Our Mission - Keeping People Safe

### GARDA SÍOCHÁNA MISSION & STRATEGY 2019 - 2021

#### OUR PEOPLE - OUR GREATEST RESOURCE

Continuous Professional  
Development

Strong Visible  
Leadership

Employee  
Wellness

Resource  
Deployment

#### COMMUNITY POLICING

Partnership Development  
Protecting the Vulnerable  
Listening & Responding  
Visible Policing

#### PROTECTING PEOPLE

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

National Security  
International Co-operation  
Security & Intelligence Capacity

#### A SECURE IRELAND

Technology  
Data Quality  
Communication  
Operating Model  
Governance, Accountability &  
Transparency

#### TRANSFORMING OUR SERVICE

Human Rights Strategy

A Learning Culture

Equality and Ethics

#### A HUMAN RIGHTS FOUNDATION

KEEPING  
PEOPLE SAFE

### Divisional Officer's Foreword



The Cork West Garda Divisional Policing Plan 2019 is the result of co-operation, collaboration and communication with all stakeholders. This is also the first year of the 2019-2021 National Strategic Plan. The priorities of our plan represent both the expectations of our communities and the priorities of the Strategic Plan. Our plan challenges each employee to put the community at the centre of everything they do. It is anticipated that all Gardai and Garda Staff will fully engage with the needs of our community and ensure that their ethical actions add value to and increase the safety of the communities we serve. 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 2019 Plan for the Division demonstrates how we in the Division will support, implement and lead change for the better through collaboration, innovation and renewal. My commitment as Chief Superintendent is to deliver on the priorities you, the community, have set for us. My teams and I will achieve this by;

- Listening, Planning, Scanning, and Adapting for continuous improvement
- Evolve Roles to meet the demands and requirements of Modernisation
- Promote Public Safety with effective and proactive operational activities
- Developing the expertise of all staff and improving their capacity to deliver
- Develop capacity through resource and infrastructure improvements
- Continue to identify opportunities for civilianisation
- Empowering our people to act with autonomy and initiative
- Being ethical in all that we do

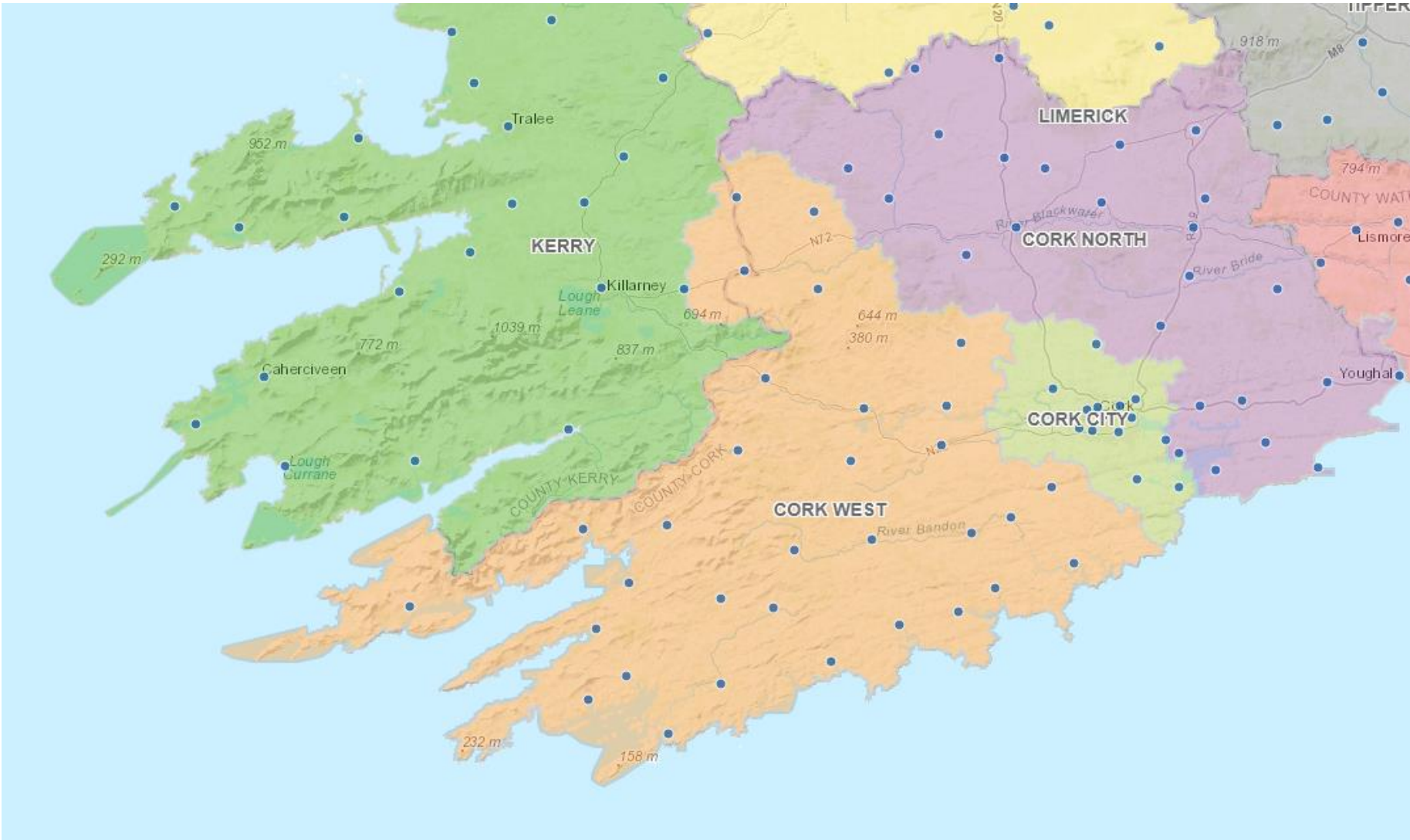
Con Cadogan

Chief Superintendent

## Our People &amp; Organisation

Region	Southern Region			
Division	Cork West			
District	Bandon	Bantry	Clonakilty	Macroom
Station	Ballineen	Ballydehob	Baltimore	Ballydesmond
	Ballinhassig	Castletownbere	Drinagh	Boherbue
	Innishannon	Drimoleague	Dunmanway	Millstreet
	Kilbritain	Durrus	Rosscarbery	Rathmore
	Kinsale	Glengarriff	Skibbereen	Ballingeary
	Timoleague	Kealkill		Ballyvourney
	Ballinspittle (Q3 2019)	Schull		Coachford
				Crookstown
				Stuake
				Tarelton

Divisional Map



## Our Garda Management Team

Divisional Officer: Chief Superintendent Con Cadogan

Bandon District: Superintendent Brendan Fogarty  
Inspector Brian Murphy  
Inspector Pat Meany

Clonakilty District: Superintendent Ger O'Mahony  
Inspector Joanne O'Brien

Bantry District: Superintendent Declan O'Sullivan  
Inspector Ian O'Callaghan

Macroom District: Superintendent Joe Moore  
Inspector Eamon Brady



## Divisional Policing Plan

### External Stakeholders Participating in Stakeholder Consultation

Abdul Qayoom:	Muslim Community West Cork	Flor Murphy:	Solicitor, Bantry
Brian Farrell:	Road Safety Authority (Resides in Division)	Fred Treacy:	Dunderrow Community Alert
Charlie McCarthy:	Engineer, Bandon	Hal McElroy:	Managing Director, Trident Hotel, Kinsale
Ciaran Fitzgerald:	West Cork Vintners, Cork Chamber, Tourism Ireland	Harold Kingston:	Chairman Mid Cork IFA
Cormac McGinle:	Harbourmaster, Castletownbere	Joe O'Sullivan:	Drinagh, Co-Op
Cormac Fitzgerald:	Accountant, Fitzgerald & Partners, Kinsale	Maria Mulholland:	West Cork Women Against Violence
Corney Buckley:	IFA Chairman West Cork	Martin O'Mahony:	Trading Manager of Drinagh Co-Op
Diarmuid Cronin:	Community Alert Southern Region, Muintir na Tire	Maurice O'Keeffe:	Manager, A.I.B., Macroom
Fergal McCarthy:	Principal Kinsale Community School	Noel Lawlor:	Clonakilty Chamber of Commerce
Finbarr Harrington:	West Cork Leader Development		



## 1) Community Policing

Providing visible, responsive policing services tailored to community needs

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

Perception of crime as a very serious or serious problem	↓	Satisfaction with AGS. We listen to and response to community concerns	↑	Perception that AGS treats all people equally	↑
Garda visibility	↑	Perception that An Garda Síochána is helpful & community focussed	↑	Perception that An Garda Síochána is managing crime locally	↑

### 1.1 Engaging with Communities (Inc. JPC Engagement)

Work with our Joint Policing Committee (JPC), Community Groups (Neighbourhood Watch, Community Alert, Business Watch, Hospital Watch etc.) and other fora to identify local community needs and to ensure appropriate policing responses.

Activities	Outcomes
<ol style="list-style-type: none"> <li>1. Improve resilience to crime in the community through co-operation, collaboration and communication.</li> <li>2. Implement the Divisional Strategy for Community Policing in accordance with the START Model and allocate additional personnel of 2 X Sergeants and 8 X Gardai. Incorporate Ethnic Liaison Training for each Community Garda.</li> <li>3. Expand our Stakeholder Consultation Process by holding a Young Stakeholders Consultation.</li> <li>4. Deploying all District Officers to Townhall meetings in their communities to obtain continuous feedback, 1 visit per Quarter.</li> <li>5. Seeking opportunities for Inter-agency Co-operation and Public Private Partnerships that have the potential to make communities safer.</li> <li>6. Secure the allocation of two Community Buses</li> <li>7. Devise an Employee Engagement Policy that promotes and acknowledges valuable contributions in keeping people safe.</li> <li>8. Re-open Ballinspittle Garda Station based on Community feedback and policing needs.</li> <li>9. Implement our Communications Strategy aimed at increasing feedback to and from our communities.</li> <li>10. Explore utilisation of Reserve Gardaí in rural communities with emphasis on Station Opening hours</li> <li>11. Explore the benefits of Garda Information Boards at key locations and Garda Stations</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> <li>• Increased visibility</li> </ul>

## Divisional Policing Plan

- |   |  |
|---|--|
| <ul style="list-style-type: none"><li>12. Reduce Garda Attendance at Court through effective Court Presenter Policies and greater use of Section 21 of the Criminal Justice Act 1984.</li><li>13. Improve Links with Financial Institutions and collaborate on informing communities about fraud</li><li>14. Record E-Mail addresses of Victims of Crime on Pulse to improve personal and private communications</li><li>15. Map the Community engagement of each Staff member and identify Networks and critical links</li></ul> |  |
|---|--|

## Divisional Policing Plan

1.2 Anti-Social Behaviour, Public Order & High Visibility Policing	
Providing a visible responsive proactive policing service, targeting antisocial behaviour/public order hotspots to improve quality of life for residents and visitors	
Activities	Outcomes
<ol style="list-style-type: none"> <li>1. Record GPS Locations for all Reported Crime within the Division</li> <li>2. Explore opportunities for improved crime data sources through National Ambulance Service and A&amp;E Departments</li> <li>3. Identify Hot Spots through effective data analysis, Full engagement with Garda Síochána Analysis Service and outcomes from Townhall meetings.</li> <li>4. Introduce Core Roster and 24hr service at Kinsale Sub District</li> <li>5. Engage with the Night-time economy stakeholders, seek feedback on effectiveness of activities and adapt where required.</li> <li>6. Promote Social ABC's – Accountability, Boundaries and Consequences – Target group – Young Males</li> <li>7. Broaden the successful use of Charge Sheet or FCN's to re-inforce consequences and community impact</li> <li>8. Increase number of High Visibility Foot Patrols</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>• 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> <li>• Increased visibility</li> </ul>

1.3 Engaging with minorities and other vulnerable groups (including hate crime initiatives)	
Working proactively with minority and vulnerable communities to ensure all persons requiring policing services feel comfortable accessing them, particularly those impacted by hate crimes/bias motivated crimes.	
Activities	Outcomes
<ol style="list-style-type: none"> <li>1. Implement Community Policing Strategy and Link with Ethnic Liaison Training</li> <li>2. Conduct two (minimum) social inclusion events in each District during the year.</li> <li>3. Strengthen minority group representation in Stakeholder consultation process</li> <li>4. Broaden our Youth Awards by Introducing an Award category for Social Inclusion Initiatives</li> <li>5. Invite Minority Group Leaders to address the Divisional Management Team</li> </ol>	<ul style="list-style-type: none"> <li>• Increased satisfaction /An Garda Síochána listens/responds to community concerns</li> <li>• Increased trust / Increased visibility</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>

## Divisional Policing Plan

1.4 Children and Young People	
Engage with and support young people, providing guidance to keep them safe	
Activities	Outcomes
<ol style="list-style-type: none"> <li>1. Develop, a schools program for on-line safety in collaboration with Schools and relevant experts, from this develop a bespoke supplementary program for parents/guardians</li> <li>2. Conduct a Young Stakeholders Consultation that informs our Policing activities</li> <li>3. Liaise with relevant schools and develop a transition year annual project based on Public and Community Safety with an associated Youth Award Category and presentation to Divisional Management Team</li> <li>4. Expand the work place experience project across the Division</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> <li>• Increased visibility</li> </ul>

1.5 National Drug Strategy	
Activities	Outcomes
<ol style="list-style-type: none"> <li>1. Continued liaison between Divisional Drugs Unit/ Community Policing/ Crime Prevention Officer and Joint Policing Committee representatives in relation to identifying current drug trends, addressing the specific concerns of the community and responding as necessary to individual issues</li> <li>2. Targeted response to issues in the community surrounding the misuse of Drugs in the area by all Divisional Resources, inclusive of additional patrolling of locations of concern</li> <li>3. Proactive approach to be taken by Community Gardai in addressing local forums via Community Alerts Meetings to listen to the concerns of the relevant communities.</li> <li>4. Continued focus in the current Schools Programme to deliver Drug Awareness campaigns throughout the Division. Divisional Drugs Unit Personnel to assist as appropriate in the delivery of Schools Talks/Visits</li> <li>5. Drug related issues to be managed on a District level by weekly PAF meetings with staff in liaison with Community Gardai and Divisional Drugs Unit Personnel</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> <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. Managing crime utilising the Performance and Accountability Framework</li> <li>2. Engaging with regional crime management structures</li> <li>3. Reviewing undetected crime</li> <li>4. Identifying and addressing reasons for non-detection of incidents</li> <li>5. Ensuring mandatory investigative actions are completed</li> <li>6. Enhancing the use of Crime Scene Investigation</li> <li>7. Ensuring bail and curfew compliance</li> <li>8. Management of Offenders in line with SAOR policy</li> <li>9. Utilising forensic evidence</li> <li>10. Utilising CCTV evidence</li> <li>11. Implementation of national assault reduction plan initiatives</li> <li>12. Leveraging the benefits of crime analysis services</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> <li>• Increased visibility</li> </ul>

## Divisional Policing Plan

2.2 Crime Prevention	
Reduce the incidence of crime through education, awareness and community collaboration	
Activities	Outcomes
<p>1. Crime prevention activities</p> <ul style="list-style-type: none"> <li>• Have Communities prepare CCTV scheme applications in advance of new legislation.</li> <li>• Explore opportunities for improved crime data sources through National Ambulance Service and A&amp;E Departments</li> <li>• Utilising our Quarterly Townhall meetings seeking feedback and offering advice</li> <li>• Improve Links with Financial Institutions and collaborate on informing communities about fraud</li> <li>• Enhance, mobilise and Re-Focus Coastal Watch across the Division</li> <li>• Enhance operational capacity at Kinsale through introduction of core roster and increased resource allocation</li> <li>• Implement our Communications Strategy to provide feedback to communities on the effectiveness of Operations – e.g. Court Stats</li> </ul> <p>2. Implement National Crime Prevention &amp; Reduction Strategy initiatives as communicated by CEPS</p>	<ul style="list-style-type: none"> <li>• Reduced fear of crime / Increased feelings of safety</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>• 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>

## Divisional Policing Plan

2.3 Controlled Drugs	
Enforcement of drugs legislation, focussed on the sale and supply of controlled drugs	
Activities	Outcomes
<ol style="list-style-type: none"> <li>1. Enhance, mobilise and Re-Focus Coastal Watch across the Division</li> <li>2. Fill the vacancy of Detective Sergeant for Controlled Drugs</li> <li>3. Increase number of Divisional CAB profilers and encourage public reporting of suspects benefitting from the proceeds of crime</li> <li>4. Improve CHIS Referrals</li> <li>5. Increase soft intelligence recording</li> <li>6. Greater Collaboration with other agencies.</li> </ol>	<ul style="list-style-type: none"> <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 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 visibility</li> </ul>

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"> <li>• Reduced fear of crime / Increased feelings of safety</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 satisfaction with An Garda Síochána: <ul style="list-style-type: none"> <li>○ Listens/responds to community concerns</li> </ul> </li> <li>• Increased visibility</li> <li>• Increased trust</li> </ul>



## Divisional Policing Plan

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"> <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> <li>Increased visibility</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>Continue to work with criminal justice partners in identifying the source and cause of recidivism in Cork West</li> <li>Implement a Divisional Standard in Bail and Curfew Management with zero tolerance approach to breaches of bail.</li> <li>Identify Prolific Offenders and Thor targets on a monthly basis and focus operations accordingly</li> <li>Strengthen Bail packs for applications to remand in custody</li> <li>Allocate a Divisional Sergeant to Monitor and activate suspended sentences and Section 99 applications.</li> <li>Train additional Adult and Youth Case Managers and target prolific offenders</li> <li>Using intelligence led policing to prevent potential recidivism of known or suspected offenders</li> </ol>	<ul style="list-style-type: none"> <li>Reduced recidivism</li> <li>Reduced fear of crime / Increased feelings of safety</li> <li>Increased visibility</li> <li>Improved perception of An Garda Síochána as: <ul style="list-style-type: none"> <li>Managing crime locally &amp; nationally</li> </ul> </li> </ul>

## Divisional Policing Plan

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
<ol style="list-style-type: none"> <li>1. Equipping all cars with storage for Victim Information</li> <li>2. Promote Email communication with Victims</li> <li>3. Introduce Protective Services Unit to support the victims of sexual offences</li> <li>4. Deploy Community Gardai to support vulnerable victims (Similar to FLO)</li> <li>5. Improve data recording on Victim Engagement tab</li> <li>6. Improved compliance and accuracy of letters to victims of crime</li> <li>7. Improved Inter-Agency co-operation in our response and support for victims</li> <li>8. Improve and expand the activities of the West Cork Data Quality Group for Victim Support, Domestic Abuse Support to include Investigation Management, and total quality management.</li> <li>9. (National Target) Implement a minimum service level of 85% Victim Assessments fully completed within 3 days of reporting date</li> </ol>	<ul style="list-style-type: none"> <li>• Increased trust</li> <li>• Increased victim satisfaction</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 perception that An Garda Síochána treats people equally</li> <li>• Reduced fear of crime / Increased feelings of safety</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>

2.8 Missing Persons	
Effective management of all missing persons cases in compliance with Garda policy	
Activities	Outcomes
<ol style="list-style-type: none"> <li>1. Quarterly review all missing persons</li> <li>2. Build our relationship with TUSLA and the Coroner to manage our missing persons</li> <li>3. Standardise our handover documentation for live investigations of Missing Persons</li> <li>4. Improve communications for requests for assistance and explore use of public notice boards</li> <li>5. (National Target) Implement a minim service level were no (0) Missing Persons Incident Review should be overdue with more than 7 days on Division or District levels.</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>• Reduced fear of crime / Increased feelings of safety</li> <li>• Increased perception An Garda Síochána is well managed</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>

## Divisional Policing Plan

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
<ol style="list-style-type: none"> <li>1. Improve our compliance to victims and domestic abuse victims by providing briefing with frontline staff</li> <li>2. Improve and expand the activities of the West Cork Data Quality Group for Victim Support, Domestic Abuse Support to include Investigation Management, and total quality management.</li> <li>3. Improve awareness among members of the benefits of the call back process</li> <li>4. (National Target) Implement a minimum service level of 40% of Domestic Abuse incidents being compliant with the "In Person" victim callback process. These visits will be recorded on the victim engagement screen</li> </ol>	<ul style="list-style-type: none"> <li>• Increased reporting of domestic violence related offences</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>• 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>

2.10 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. Implement and launch Divisional Protective Services unit by Q3</li> <li>2. Conduct quarterly KPI review and monitor completion rate of investigations</li> <li>3. Appoint an Inspector to oversee Divisional response to sexual crime</li> <li>4. Strengthen awareness among members of SATU both as a forensic and sexual health centre of excellence for victims</li> <li>5. Strengthen awareness among members of support groups for victims of Sexual crime.</li> </ol>	<ul style="list-style-type: none"> <li>• Increased reporting of sexual offences</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> </ul>

## Divisional Policing Plan

6. Improve co-operation with support groups for victims of Sexual Crime	<ul style="list-style-type: none"> <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>
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2.11 Roads Enforcement Activities (including the National Roads Policing Operations Plan)	
Reduce collisions, road deaths and serious injuries through enforcement of key lifesaver offences (speeding, drink driving, seatbelt and mobile phone offences) and relevant legislation.	
Activities	Outcomes
<ol style="list-style-type: none"> <li>1. Maintain or Increase monitoring of lifesaver offences to achieve increased compliance</li> <li>2. Increase MIT breath tests performed</li> <li>3. Promote Public Campaigns for Drug Driving Offences, Enforcement and Consequences</li> <li>4. Implement National Roads Policing Operations Plan</li> <li>5. Include Bicycle Lighting enforcement as a Lifesaver Offence and monitor compliance</li> <li>6. Introduce Operation “Dazzle” for Pedestrian Safety by Q3 – Distribution of Reflectors to schools for bags and Coats – Meetings with Active Retirement Groups - West Cork Initiatives</li> <li>7. Develop Links with Insurance Industry for RTC data sourcing and comparative Statistical analysis</li> <li>8. Increase visibility of Roads Policing Unit and allocate additional personnel in 2019</li> <li>9. A reduction in the FCN recording delay to less than 16 days on average per month for manually issued FCN</li> </ol>	<ul style="list-style-type: none"> <li>• <b>Safer Roads, reduced road deaths and serious injuries</b></li> <li>• Increased satisfaction with An Garda Síochána:</li> <li>• Listens/responds to community concerns</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>

## Divisional Policing Plan






2.12 Road Safety Education & Awareness	
Reduce road traffic collisions involving pedestrians and improve awareness of the impact and consequences of Road Traffic Accidents	
Activities	Outcomes
<ol style="list-style-type: none"> <li>1. Divisional Implementation of “Your Life Your Choice” by Q4</li> <li>2. Devise and Implement a specific Pedestrian Road Safety Campaign in conjunction with active retirement groups and Cork Co Co/RSA – Operation Dazzle - “Dazzle the Driver”</li> <li>3. Conduct Inter-Agency Road Traffic Accident enactment with transition year students across the Division</li> <li>4. Include Road Safety awareness in Transition Year Innovation project (Youth Awards)</li> <li>5. Promote the use of lights for bicycles</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> <li>• Increased visibility</li> </ul>

2.13 Event Management	
To ensure the safety and enhance the enjoyment of Public Events in Cork West	
Activities	Outcomes
<ol style="list-style-type: none"> <li>1. Develop an Event Safety Plan Template for submission by any group intending a public event and requiring policing assistance. No Plan-No Policing</li> <li>2. Increase Non Public contributions to share the burden of Policing the high number of festivals in Cork West</li> <li>3. Standardise and enhance Event Operational Plans for resource deployment</li> <li>4. Increase use of Section 21 Orders under Criminal Justice (Public Order) act 1994 where appropriate</li> </ol>	<p>Increased satisfaction with An Garda Síochána:</p> <ul style="list-style-type: none"> <li>◦ Listens/responds to community concerns</li> <li>• Increased trust</li> <li>• Improved perception of An Garda Síochána as: <ul style="list-style-type: none"> <li>◦ Helpful &amp; Community focussed</li> </ul> </li> <li>• Increased visibility</li> <li>• Reduced fear of crime / Increased feelings of safety</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			

#### 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"> <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> <li>Increased visibility</li> </ul>

## Divisional Policing Plan

3.2 Border Security & Cross Border Crime	
Continued Support for Cross Border Policing	
Activities	Outcomes
	<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 is well managed</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>




3.3 Major Emergency Management	
To prepare our people and our Communities for a major emergency in Cork West	
Activities	Outcomes
	<ul style="list-style-type: none"> <li>Improved perception of An Garda Síochána as a well-managed</li> <li>Increased trust</li> <li>Reduced fear of crime / Increased feelings of safety</li> <li>Improved perception of An Garda Síochána as: <ul style="list-style-type: none"> <li>Helpful &amp; Community focussed</li> </ul> </li> </ul>



## 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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### 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. Undertake inspection and reviews in line with Garda policy on 59/2014</li> <li>2. Introduce Quality Circles for continued improvement</li> <li>3. Utilising briefing period for huddles on crime, training and awareness improvement</li> </ol>	<ul style="list-style-type: none"> <li>• Increased trust</li> <li>• Increased perception that An Garda Síochána is well managed</li> <li>• Better management of risk</li> </ul>

### 4.2 Risk Management

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

Activities	Outcomes
<ol style="list-style-type: none"> <li>1. Ensure the ongoing, dynamic management of all risks within the Division, engaging relevant stakeholders.</li> <li>2. Undertake a review of the 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. Continued Environmental Scanning to identify and mitigate emerging risks.</li> </ol>	<ul style="list-style-type: none"> <li>• Improved perception of An Garda Síochána as well managed</li> <li>• Increased trust</li> <li>• Improved perception of An Garda Síochána as:             <ul style="list-style-type: none"> <li>○ Managing crime locally &amp; nationally</li> </ul> </li> </ul>

## Divisional Policing Plan

4.3 Financial Management	
Effective management of all spending within the District , ensuring policing services are delivered within budget	
Activities	Outcomes
<ol style="list-style-type: none"> <li>1. Ensure the ongoing, dynamic management of all budgets within the District</li> <li>2. Review financial reports on ongoing basis with a focus on controllable costs (OT, T&amp;S, other non-pay related costs)</li> <li>3. Review, bi-annually, Towing contract management / procurement processes)</li> <li>4. To seek value from all costs</li> </ol>	<ul style="list-style-type: none"> <li>• Increased perception that An Garda Síochána is well managed</li> <li>• Increased trust</li> <li>• Increased visibility</li> </ul>

4.4 Data Quality	
Engaging in activities to support an improvement in organisational data quality	
Activities	Outcomes
<ol style="list-style-type: none"> <li>1. Reducing the number of <b>HISTORIC</b> incidents with status of Review/Clarification</li> <li>2. Reducing by the number of <b>RECENT</b> incidents with status of Review/Clarification</li> <li>3. Reducing the number of incidents created manually</li> <li>4. Continued use and expansion of the West Cork Data Quality Group</li> <li>5. Improved recording practises on Pulse Victim Module</li> <li>6. Increase the number of FCN's created using the hand held device</li> <li>7. Improve recording of GPS for all reported crime where the location is known</li> <li>8. (National Target) Implement a service level of 16 days or less delay between the offence occurred date and the creation date of the record in the FCPN database. This target is only applicable for manually created FCPN incidents</li> </ol>	<ul style="list-style-type: none"> <li>• Increased trust</li> <li>• Increased perception that An Garda Síochána is well managed</li> <li>• Enhanced Data Quality</li> </ul>

## Divisional Policing Plan

4.5 Change Projects	
We will innovate to improve our capacity to deliver	
Activities	Outcomes
<ol style="list-style-type: none"> <li>1. Protective Services Unit will be implemented by the end of Q2 2019</li> <li>2. We will expand our policing service in Kinsale by increasing resources and implementing the core roster</li> <li>3. We will implement our Community Policing Strategy in accordance with START</li> <li>4. We will introduce a Communications Strategy</li> <li>5. We will devise an Innovation Project with our Young Stakeholders</li> <li>6. We will support National Ambulance Service in protecting lives by housing defibrillators in Garda Stations, placing defibrillators in Patrol cars and train members to provide first responder assistance.</li> <li>7. Explore the use of Information Boards in key locations around West Cork</li> <li>8. Using Parades/briefing periods for training and huddle opportunities</li> <li>9. Seek automation to support improved decision making, improved services and improved utilisation of resources. E.G. District and Sub-District Briefing Packs from Pulse, or Bail Packs</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>• 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 Síochána</li> </ul>

4.6 Estate Management / Station Upkeep	
We will enhance our Facilities to support our capacity improvement	
Activities	Outcomes
<ol style="list-style-type: none"> <li>1. Kinsale Garda Station will be developed to facilitate increased resources</li> <li>2. Ballinspittle Garda Station to be re-opened by Q3</li> <li>3. A location for the Protective Services Unit to be delivered by the end of Q2</li> <li>4. Coachford Garda Station to be refurbished</li> <li>5. Additional Parking for Official Vehicles at Kinsale Garda Station to be delivered by Q3</li> <li>6. Temporary solution for Macroom Garda Station will be identified and Implemented</li> <li>7. The necessity for a new Macroom Garda Station will be re-enforced by submission of a business case</li> </ol>	<ul style="list-style-type: none"> <li>• Enhanced working environment</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	
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### 5.1 Engagement, PALF and front line briefing

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

Activities	Outcomes
<ol style="list-style-type: none"> <li>1. All members trained in the PALF process</li> <li>2. Managers effectively manage the PALF process throughout the year</li> <li>3. Face to face management briefings at shift overlaps and briefing periods aimed at feedback and improvements</li> <li>4. Devise and implement an Employee Engagement Policy</li> <li>5. Include innovation and community engagement from members as activities for commendation</li> </ol>	<ul style="list-style-type: none"> <li>• Improved perception of An Garda Síochána as well managed</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>• 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>

### 5.2 Health and Safety Compliance & Promotion

To provide, insofar as is possible, a safe working environment for all or people

Activities	Outcomes
<ol style="list-style-type: none"> <li>1. Health and Safety Inspections and Risk Assessments to be conducted at every Station</li> <li>2. Raise members awareness regarding 6 C's first responders safety principals</li> <li>3. Include inspection of PPE at briefing period</li> <li>4. Collaborate with OPW in making our Stations safer for our people and the public</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:</li> </ul>

## Divisional Policing Plan

<p>5. Providing training in the use of defibrillators and providing defibrillators for all Patrol Cars by Q4</p> <p>6. Ensuring risks assessments are conducted for all planned operations</p>	<ul style="list-style-type: none"> <li>○ Helpful &amp; Community focussed</li> <li>○ Managing crime locally &amp; nationally</li> <li>• Reduced fear of crime / Increased feelings of safety</li> <li>• Increased visibility</li> </ul>
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5.3 Absence Management and Employee Wellness	
Investing in the physical and mental wellness of our people	
Activities	Outcomes
<ol style="list-style-type: none"> <li>1. Creating a Divisional Absence and Wellness Management Team comprised of varied ranks and grades to monitor absence and promote wellness in the work place</li> <li>2. Provide Training for and increase the number of Peer Supporters</li> <li>3. Using Signage in the station to promote wellness and re-inference the importance of self-care</li> <li>4. Introduce quarterly health and wellness initiatives – Top down engagement</li> <li>5. Increase awareness of Operational and Organisational Stressors</li> <li>6. Monitor workloads and ensure fair distribution each quarter</li> <li>7. Promote open communication</li> <li>8. Support our people in dealing with physical or emotional health or distress</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> <li>• Increased visibility</li> </ul>

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5.4 Civilianisation	
Identification of roles suitable for civilianisation and reallocation of personnel to operational policing duties	
Activities	Outcomes
<ol style="list-style-type: none"> <li>1. Explore Civilianisation of suitable roles</li> <li>2. Reallocation of personnel to policing duties upon allocation of Garda staff, where appropriate</li> <li>3. Utilising the skill set of Garda Staff in devising policing methodologies, processes or systems</li> <li>4. Utilising our Employee Engagement Policy to build High Performance Work Teams comprised of all employees</li> <li>5. Seek opportunities to employ specialist staff to enhance our capacity. E.G. IT and HR Staff</li> <li>6. Include Garda Staff in Briefing Huddles</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> <li>• Increased visibility</li> </ul>

5.5 Garda Reserve Utilisation	
Promote greater utilisation and realisation of volunteerism in the community	
Activities	Outcomes
<ol style="list-style-type: none"> <li>1. Identify Reserve skill sets and blend them with our teams</li> <li>2. Encourage experience transfer from Private Sector and Non Garda Employment</li> <li>3. Explore the utilisation of Reserves to Open Stations and develop community links</li> <li>4. Encourage applications from Community Leaders and volunteers from other State Agencies, Coast Guard, Civil Defence etc</li> <li>5. Explore the possibility for Garda Staff to become Garda Reserves</li> <li>6. Employee Engagement Policy to focus on Reserves</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> <li>• Increased visibility</li> </ul>

## Divisional Policing Plan

5.6 Training Initiatives	
Develop our people and drive performance and community engagement	
Activities	Outcomes
<ol style="list-style-type: none"> <li>1. Completion of online youth referral e-learning course</li> <li>2. Conduct a training needs assessment and application for courses at Divisional (CPD) and national (Garda College) level</li> <li>3. Maintain pace with the demands of the Modernisation and Renewal Programme</li> <li>4. Provide Defibrillator training for all Garda Members and Garda Staff</li> <li>5. Explore the possibility of training our staff in Lean/Agile Management</li> <li>6. Utilise PALF to identify areas for personal development</li> <li>7. Review Crime Trends with GSAS and assess capacity to investigate/requirement for specialist training</li> <li>8. Introduce training Huddles at Briefings</li> </ol>	<ul style="list-style-type: none"> <li>• Increased engagement with personnel</li> <li>• Increased trust</li> <li>• A better skilled workforce</li> </ul>




5.7 Reducing Complaints / GSOC Local initiative	
Engage with our communities to resolve complaints through Local Intervention	
Activities	Outcomes
<ol style="list-style-type: none"> <li>1. Introduce and Implement Local Intervention Initiative</li> <li>2. Appoint an Inspector with Divisional responsibility for implementation</li> </ol>	<ul style="list-style-type: none"> <li>• Increased engagement with personnel</li> <li>• Increased trust</li> <li>• A better skilled workforce</li> <li>• Reduction in GSOC Complaints</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	
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### 6.1 Ethics and Human Rights Initiatives

All actions will be ethical, justifiable, lawful and proportionate

Activities	Outcomes
<ol style="list-style-type: none"> <li>1. Expand the PAF role to oversee quality control of investigative actions</li> <li>2. Creating a culture that constantly asks “is this the right thing to do?”</li> <li>3. Ensuring every member signs the Code of Ethics</li> <li>4. Placing Ethical Actions on the list of items for Commendation</li> <li>5. (National Target) 100% of personnel offered ethics training by Q4</li> <li>6. (National Target) 95% of personnel completed ethics training by Q4</li> <li>7. (National Target) 100% of personnel that received the ethics training to have signed the Code of Ethics.</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> <li>• Increased visibility</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
- Disability
- Family status
- Gender
- Marital status
- Membership of the Traveller Community
- Religion
- Race
- Colour
- Nationality
- Ethnic or national origins
- Sexual orientation
- Gender non-conformity
- Political opinion
- Residence status
- Social origin

### 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.

## Divisional Policing Plan

	<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 endeavour 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>
<b>Police Powers</b>	<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>
<b>Information &amp; Privacy</b>	<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>
<b>Transparency &amp; Communication</b>	<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>
<b>Speaking Up &amp; Reporting Wrongdoing</b>	<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>
	<b>Additional Commitments of Managers</b>

## Divisional Policing Plan

I will encourage and facilitate speaking up and reporting wrongdoing at every level in the organisation.

I will ensure that matters brought to my attention are considered, are investigated where necessary, and the appropriate action taken.

I will be open to matters raised by colleagues and learn from feedback and from reports of wrongdoing.

### Leadership

I will contribute to a positive and healthy working environment.

I will maintain and promote professional standards and the standards of this Code.

I will aim to behave in a manner which brings credit on the Garda Síochána and myself thereby promoting public confidence in policing.

I will be accountable for orders or instructions I give to others, for the carrying out of those orders and for their consequences.

#### Additional Commitments of Managers

I will strive to make sure that people I work with carry out their duties in a way that follows this Code.

I will make sure that people I work with are effectively supported and guided in performing their duties and maintaining this Code.

I will do whatever I can, in my role, to protect and support the physical and mental wellbeing of people I work with.

I will ensure that matters brought to my attention are considered, are investigated where necessary, and the appropriate action taken.

I will be open to matters raised by colleagues and learn from feedback and from reports of wrongdoing.