

AN GARDA SÍOCHÁNA

OUR PEOPLE - OUR GREATEST RESOURCE

**COMMUNITY
POLICING**

**PROTECTING
PEOPLE**



**A SECURE
IRELAND**

**TRANSFORMING
OUR SERVICE**

A HUMAN RIGHTS FOUNDATION

**KEEPING
PEOPLE SAFE**

MISSION & STRATEGY 2019 - 2021

DMR East Divisional Policing Plan 2019

Divisional Policing Plan

Table of Contents

An Garda Síochána Strategy 2019 – 2021:.....	3
Divisional Officer’s Foreword.....	4
Our People & Organisation	6
1) Community Policing	8
2) Protecting People.....	12
3) A Secure Ireland	22
4) Transforming Our Service	24
5) Our People: Our Greatest Resource	27
6) A Human Rights Foundation	31
Garda Code of Ethics Commitments.....	32

An Garda Síochána Strategy 2019 – 2021:

Our Mission - Keeping People Safe



Divisional Policing Plan

Divisional Officer's Foreword

I am pleased to present the Dublin Metropolitan Region East Divisional Policing Plan for 2019, which outlines the direction for policing throughout the year. The Divisional plan is forged through consultation with internal and external stakeholders; District Policing Plans, Community Engagement within the DMR East, DLRCC Joint Policing Forum, and the Garda Corporate Strategy Statement 2019—2021. This plan is also imbued with the guidance of the policing priorities as determined by the Policing Authority and the Minister for Justice & Equality. It contains concrete, measurable initiatives to ensure the delivery of the best possible service to our customers.



The policing priorities for the DMR East Division in 2019 are delineated under the six key spheres of:

1. Community Policing
2. Protecting People
3. A Secure Ireland
4. Transforming Our Service
5. Our People: Our Greatest Resource
6. A Human Rights Foundation

During 2019, I aim to build on the successes of my predecessors through perseverance, and the implementation of analysis based, performance review. We will strive to ensure a visible policing presence coupled with an effective response to the challenges of crime, anti-social behaviour and road-safety while continuing our strategy to provide the unobserved duties that afford vital protection to our community against serious and organised crime including drugs and terrorism. We will continue to emphasise our efforts in supporting Victims of Crime, ensuring the delivery of an empathic service instilled with dignity and compassion. 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.

Finally, I would like to thank the members of the DMR East, both sworn members and Garda Staff, for their continued dedication and look forward to their support in the realisation of the policing goals detailed within.

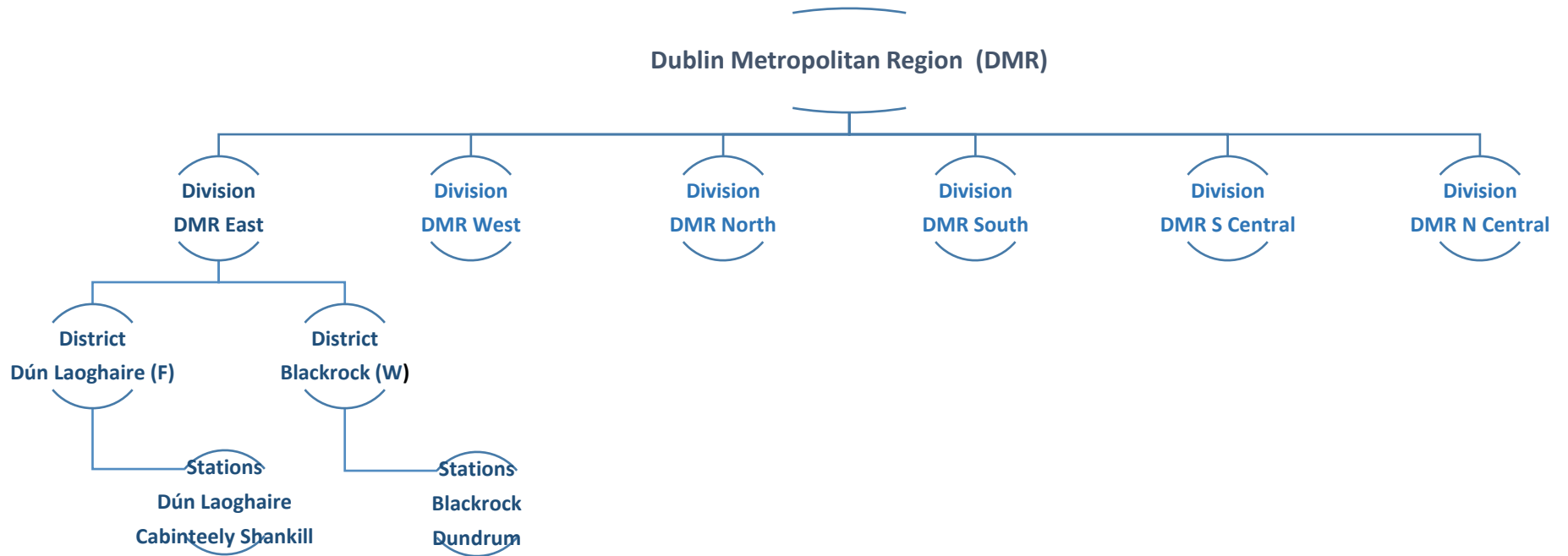
Chief Superintendent Anne Marie Cagney

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

Divisional Policing Plan

Divisional Policing Plan

Our People & Organisation



Divisional Policing Plan

Stations within the Division

Station	District & Superintendent	Opening Hours	Telephone
Blackrock	Blackrock – Superintendent Martin McGonnell	24/7	01 6665200
Dundrum	Blackrock – Superintendent Martin McGonnell	24/7	01 6665600
Dún Laoghaire	Dún Laoghaire – Superintendent Martin Fitzgerald	24/7	01 6665000
Cabinteely	Dún Laoghaire – Superintendent Martin Fitzgerald	07:00—21:00	01 6665400
Shankill	Dún Laoghaire – Superintendent Martin Fitzgerald	24/7	01 6665900
Emergency	112 or 999		
Crimecall	Tel: 1800 40 50 60 Free text: 50123		

Divisional Policing Plan

1) Community Policing

Providing visible, responsive policing services tailored to community needs

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

1.1 Engaging with Communities (Inc. JPC Engagement)	
Work in partnership with our Joint Policing Committee (JPC), Community Groups (Neighbourhood Watch, Community Alert, Business Watch, Hospital Watch etc.) and other fora to identify local community needs and to ensure appropriate policing responses.	
Activities	Outcomes
<p>1 Continued engagement with the Joint Policing Committee and the progression and execution of the dynamic priorities conceived for 2019.</p> <p>2 Neighbourhood Watch/Residents Association meetings/clinics organised with presentations provided by the Crime Prevention Officer.</p> <p>3 Improved dissemination of information through the delivery of social media communications and existing telephonic methods.</p> <p>4 Multi-agency collaboration with DLRC Social Inclusion Unit and DMR East Diversity Committee to develop Diversity Initiatives within the Division.</p> <p>5 Supporting the implementation of an Age-Friendly Strategy in respect of the senescent members of our community through the Garda Mobile Support programme, Garda Older Persons Association (GOPA) and cooperation with external Older Persons Association's.</p> <p>6 Collaboration with local Business's under the auspice of the Business Watch scheme to ensure the safety of the delivery of goods and services in the Division.</p> <p>7 Campus Watch will continue to educate and empower the third-level student population through the delivery of relevant and cogent clinics addressing the pertinent concerns of the day.</p> <p>8 Continued deployment of Hospital Watch to ensure the education and collective ownership of security issues related to all facets of Hospital tenure.</p>	<ul style="list-style-type: none"> • Increased satisfaction with An Garda Síochána: <ul style="list-style-type: none"> ○ Listens/responds to community concerns • Increased trust • Increased perception that An Garda Síochána treats people equally • Improved perception of An Garda Síochána as: <ul style="list-style-type: none"> ○ Helpful & Community focussed ○ Managing crime locally & nationally • Reduced fear of crime / Increased feelings of safety • Increased visibility

Divisional Policing Plan

1.2 Anti-Social Behaviour, Public Order & High Visibility Policing	
Providing a visible, responsive and proactive policing service, targeting antisocial behaviour/public order hotspots to improve quality of life for residents and visitors.	
Activities	Outcomes
<p>1 Operation Irene to be deployed to deter the congregation of anti-social miscreants.</p> <p>2 Operations to be implemented to diffuse anti-social behavior and to ensure Liquor Licensing Oversight.</p> <p>3 Multiagency collaboration with DLRCC Anti-Social Unit to tackle recidivist offenders.</p> <p>4 Continued fortification of rapprochement and delivery of education in Secondary Schools under the TAG (Teenager & Gardaí) Programme.</p> <p>5 Utilisation of GSAS monthly KPI reports to monitor monthly figures and developing trends in conjunction with information extracted from Community Policing.</p> <p>6 Deploy a proactive policing strategy in identified hotspots collated through the Performance & Accountability Framework (PAF).</p> <p>7 Ensure that high visibility patrols are carried out and monitored throughout the Division.</p> <p>8 Maximising foot patrols using Operation Crossover to ensure increased Garda visibility and deterrence from acts of crime.</p>	<ul style="list-style-type: none"> • Increased satisfaction with An Garda Síochána: <ul style="list-style-type: none"> ○ Listens/responds to community concerns • Increased trust • Increased perception that An Garda Síochána treats people equally • Improve perception of An Garda Síochána as: <ul style="list-style-type: none"> ○ Helpful & Community focussed ○ Managing crime locally & nationally • Reduced fear of crime / Increased feelings of safety • Increased visibility

Divisional Policing Plan

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
1 Proactive deployment of the DMR East Diversity Committee to work with minority and vulnerable communities. 2 Continued involvement with Garda Older Persons Association (GOPA) through the organization of events and crime prevention initiatives. 3 Continued multi-agency engagement with STAG (Southside Travellers Action Group) and development of the TOGETHER programme to build trust and reciprocity. 4 The organisation of events, representing all strands of diversity, in conjunction with DLRCC Social Inclusion week. 5 Engaging with the Dun Laoghaire Refugee Project. 6 Continued engagement with the Disability Consultation Group Committee and deployment of the Street Wise Programme for people with intellectual disability. 7 Fortification of engagement with the leaders of religious minority communities and delivery of “Get Wise Programme” for minorities and vulnerable persons from multicultural backgrounds.	<ul style="list-style-type: none"> • Increased satisfaction /An Garda Síochána: listens/responds to community concerns • Increased trust / Increased visibility • Increased perception that An Garda Síochána treats people equally • Improve perception of An Garda Síochána as: <ul style="list-style-type: none"> ○ Helpful & Community focussed ○ Managing crime locally & nationally • Reduced fear of crime / Increased feelings of safety

1.4 Children and Young People	
Engage with and support young people, providing guidance to keep them safe.	
Activities	Outcomes
1 Collaborative engagement with DLRCC in the Children & Young People Services Committee to explore shared priorities.	<ul style="list-style-type: none"> • Increased satisfaction with An Garda Síochána: <ul style="list-style-type: none"> ○ Listens/responds to community concerns

Divisional Policing Plan

<p>2 Dissemination of education under a variety of youth initiative programmes highlighting the current potential threats and risks associated with social media usage and personal protection.</p> <p>3 Continuation of empowerment of girls to combat the effects of cyberbullying and provide guidance.</p> <p>4 Ensuring positive relations with children & young people through the delivery of the TAG (Teenager & Gardaí) Programme, which seeks to educate and grow solidarity amongst An Garda Síochána members and young people.</p> <p>5 Increased awareness among members of the importance of implementing Section 7.3 of the revised Domestic Abuse Policy, 'An Garda Síochána to formally notify Tusla when a member suspects that a child has been the victim of abuse or neglect'.</p> <p>6 The establishment of DMR East Protective Services Unit.</p>	<ul style="list-style-type: none"> • Increased trust • Increased perception that An Garda Síochána treats people equally • Improved perception of An Garda Síochána as: <ul style="list-style-type: none"> ○ Helpful & Community focussed ○ Managing crime locally & nationally • Reduced fear of crime / Increased feelings of safety • Increased visibility
--	---

1.5 National Drug Strategy	
Reducing harm and supporting recovery through a holistic and empathic approach.	
Activities	Outcomes
<p>1 Multiagency liaison with the DLR Drug and Alcohol Task Force and Southside Partnership, to create a network of knowledge and established lines of communication amongst first responders in a community-based approach to drug addiction.</p> <p>2 Education supported, under the auspice of the YARN Workshop Series, which aims to provide a holistic methodology in the tackling of addiction.</p> <p>3 The Divisional Drugs Unit is currently consulting with Dr. Louise Kinlen on behalf of the Drug and Alcohol Task Force and Southside Partnership. This project is specifically concerned with addressing the issue of youth substance misuse throughout the Division.</p>	<ul style="list-style-type: none"> • Increased satisfaction with An Garda Síochána: <ul style="list-style-type: none"> ○ Listens/responds to community concerns • Increased trust • Increased perception that An Garda Síochána treats people equally • Improved perception of An Garda Síochána as: <ul style="list-style-type: none"> ○ Helpful & Community focussed ○ Managing crime locally & nationally • Reduced fear of crime / Increased feelings of safety • Increased visibility

2) 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"> 1 Managing crime and governance through the utilisation of the Performance and Accountability Framework and the dissemination of emerging trends and figures during pre-tour briefings. 2 Engaging with regional crime management structures 3 Reviewing undetected crime 4 Identifying and addressing reasons for non-detection of incidents 5 Ensuring mandatory investigative actions are completed to an exemplary standard. 6 Enhancing the use of Crime Scene Investigation 7 Ensuring bail and curfew compliance 8 Management of Offenders in line with SAOR policy 	<ul style="list-style-type: none"> • Increased satisfaction with An Garda Síochána: <ul style="list-style-type: none"> ○ Listens/responds to community concerns • Increased trust • Increased perception that An Garda Síochána treats people equally • Improved perception of An Garda Síochána as: <ul style="list-style-type: none"> ○ Helpful & Community focussed ○ Managing crime locally & nationally • Reduced fear of crime / Increased feelings of safety • Increased visibility

Divisional Policing Plan

<p>9 Utilising forensic evidence</p> <p>10 Utilising CCTV evidence</p> <p>11 Implementation of national assault reduction plan initiatives</p> <p>12 Leveraging the benefits of crime analysis services</p> <p>13 Ensure that District Officers utilise GSAS to identify burglary hotspots and tailor proactive policing initiatives based on the analytics.</p> <p>14 Increased collaboration between Community Gardaí and Licensed Premises Owners & Late Night Food Outlets to establish intelligence and rapport.</p> <p>15 The targeting of burglary hotspots by the Divisional Burglary Response Unit.</p>	
--	--

2.2 Crime Prevention	
Reduce the incidence of crime through education, awareness and community collaboration.	
Activities	Outcomes
<p>1 Crime prevention activities</p> <p>2 Implement National Crime Prevention & Reduction Strategy initiatives as communicated by CEPS</p> <p>3 Promote and develop existing Crime Prevention Strategies:</p> <ul style="list-style-type: none"> • Neighbourhood Watch. • Business Watch. • Hospital Watch. • Campus Watch. • Metal Theft. • Retail Theft. <p>4 Support and promote Public Safety and Harm Reduction campaigns for 2019.</p> <p>5 Continued close collaboration with Community Policing throughout the Division, this includes a wide range of activities such as engagement with communities, Crime Prevention presentations to community groups, Garda Older Persons Association etc.</p> <p>6 Engagement in Divisional Community Policing meetings to discuss ongoing initiatives and strategies for 2019.</p> <p>7 Continued engagement with relevant stakeholders to ensure that 'Crime Prevention Through Environmental Design' (CPTED) principles are considered with regard to the built environment, this includes ongoing consultation with DLRC regarding Cherrywood Development, Dun Laoghaire Baths.</p> <p>8 Attend local partnership meetings with business and community stakeholders such as retailers, metal theft stakeholders, Irish Farmers Association etc.</p> <p>9 Continued engagement with Transport stakeholders within the Division including Transdev and Irish Rail to discuss</p>	<ul style="list-style-type: none"> • Reduced fear of crime / Increased feelings of safety • Increased satisfaction with An Garda Síochána: <ul style="list-style-type: none"> ○ Listens/responds to community concerns • Increased trust • Increased perception that An Garda Síochána treats people equally • Increased visibility • Improved perception of An Garda Síochána as: <ul style="list-style-type: none"> ○ Helpful & Community focussed ○ Managing crime locally & nationally

Divisional Policing Plan

<p>security concerns and incidents. Continued security reviews at strategic transport locations. It is proposed to include Dublin Bus within this engagement and establish a forum with the Transport Stakeholders.</p> <p>10 Participate in Local Policing Forums throughout the Division.</p> <p>11 Support and promote Crime Prevention in line with the JPC Strategy.</p> <p>12 Review security at Dun Laoghaire Port. Ref-Dun Laoghaire Port Security Assessment - EU Directive 2005/65/EC, ISPS Code 2004, SOLAS Chapter XI-2, Regulation 10, Irish S.I 413/2004 EC & Port Facility Regulations, and S.I. 284/2007 EC Port Security Regulations.</p> <p>13 Continued engagement with The Pharmaceutical Society of Ireland regarding security at retail pharmacies and the inspection of storage arrangements for controlled drugs safes.</p> <p>14 Ongoing inspection of the storage of firearms in line with Statutory Instrument –S.I.No.307/2009 – Firearms (Secure Accommodation) Regulations 2009.</p> <p>15 Collaboration with CIOs both at a local and national level, ongoing liaison with GSAS and the National Crime Prevention Unit to identify trends and hotspots to prevent crime.</p>	
---	--

2.3 Controlled Drugs	
Enforcement of drugs legislation, focused on the sale and supply of controlled drugs.	
Activities	Outcomes
<p>1 The disruption of drug trafficking networks by the seizure of high-end drug value, leading to arrests and prosecutions of those involved at the upper levels of drug supply.</p> <p>2 Increased enforcement of legislation on sale and supply of drugs.</p> <p>3 Analysis of organised crime regarding drug related activity through KPI analysis and monitoring.</p> <p>4 Targeting the assets of middle-ranking criminals involved in drug dealing.</p> <p>5 Actively engaging with RSMU to progress intelligence received and ensure continued support in the recruitment and use of Covert Human Intelligence Sources.</p> <p>6 Working in conjunction with the Criminal Assets Bureau and the GNDOCB to identify prolific local drug dealers and target them under their statutory remit.</p> <p>7 Continue to gather intelligence through multi-agency collaboration with the Customs Service.</p> <p>8 Build on the good relations between An Garda Síochána and the Dun Laoghaire Drugs and Alcohol Task Force in conjunction with Southside partnership.</p> <p>9 Targeting licensed premises identified as targets for drug dealing and working closely with the licence-holders to put effective measures in place to combat same.</p> <p>10 Proactive engagement regarding Actions 5 and 7 of the National Drug Strategy 2009 – 2016 and ensuring a timely and robust response to the issue of Drug Related Intimidation and Exploitation of Minors to engage in illegal</p>	<ul style="list-style-type: none"> • Improved perception of An Garda Síochána as: <ul style="list-style-type: none"> ○ Helpful & Community focussed ○ Managing crime locally & nationally • Reduced fear of crime / Increased feelings of safety • Increased satisfaction with An Garda Síochána: <ul style="list-style-type: none"> ○ Listens/responds to community concerns • Increased trust • Increased visibility

Divisional Policing Plan

activity associated with the drug trade. 11 Robust maintenance of local records containing particulars of all Drug Offenders notified as coming within the provisions of Section 9 of the Criminal Justice Act 2006.	
---	--

2.4 Organised Crime (including firearms offences, Human Trafficking and European Arrest Warrants)	
Effective targeting, intelligence gathering and interdiction of Organised Crime Gang members living and operating within the District.	
Activities	Outcomes
	<ul style="list-style-type: none"> • Reduced fear of crime / Increased feelings of safety • Improved perception of An Garda Síochána as: <ul style="list-style-type: none"> ○ Helpful & Community focussed ○ Managing crime locally & nationally • Increased satisfaction with An Garda Síochána: <ul style="list-style-type: none"> ○ Listens/responds to community concerns • Increased visibility • Increased trust

2.5 Criminal Intelligence (Including CHIS)*	
Maximise the gathering, analysis and use of criminal intelligence to tackle crime.	
Activities	Outcomes
	<ul style="list-style-type: none"> • Increased satisfaction with An Garda Síochána: <ul style="list-style-type: none"> ○ Listens/responds to community concerns • Increased trust • Increased perception that An Garda Síochána treats people equally • Improved perception of An Garda Síochána as:

Divisional Policing Plan

- Helpful & Community focussed
- Managing crime locally & nationally
- Reduced fear of crime / Increased feelings of safety
- Increased visibility

2.6 Offender Management & Recidivism (including Child Diversion & SAOR)	
A reduction in offending through the effective implementation of SAOR and Child Diversion policies	
Activities	Outcomes
<p>1 Work with Criminal Justice Partners to reduce offending.</p> <p>2 Increase the number of members trained in Juvenile and Adult Case Management.</p> <p>3 Appoint Case Managers to the most prolific offenders particularly those known for involvement in violent crime. This will result in a significant improvement on the Strategic Approach to Offender Recidivism (SAOR) among DMR East staff.</p> <p>4 Ensure that members are aware of bail conditions of repeat offenders within the Division and enforce any breaches of same.</p> <p>5 Ensure that members are aware of persons subject to the requirements of the Sex Offenders Act 2001 residing within the Division and ensure continued engagement with the relevant external stakeholders through the forum of S.O.R.A.M.</p> <p>6 Continuous monitoring of incidents by the Performance and Accountability Office, maximising the use of the PAF system to identify repeat offenders and crime trends.</p> <p>7 Compilation of lists of top recidivists within the Division for dissemination to all members at District PAF meetings and at Unit briefings.</p> <p>8 Frontline officers and specialist Unit members across the Division to work closely with the Juvenile Liaison Officers and seek to make maximum use of the Juvenile Diversion Programme.</p> <p>9 Increased involvement by Community Policing Officers across the Division in the existing Youth Diversion Projects.</p> <p>10 The adoption of the joint agency approach to Crime Initiatives (J-ARC) through the ongoing building of relationships with external stakeholders and Criminal Justice Partner Agencies.</p> <p>11 Engaging and liaising with the LAB Project, Castle Project and SAY Project to divert young people at risk away from crime.</p>	<ul style="list-style-type: none"> ● Reduced recidivism ● Reduced fear of crime / Increased feelings of safety ● Increased visibility ● Improved perception of An Garda Síochána as: <ul style="list-style-type: none"> ○ Managing crime locally & nationally

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
<p>1 In-Person victim call-backs will be made to a minimum of 40% of victims of domestic abuse. These visits will be recorded on the victim engagement screen.</p> <p>2 Raise awareness of the accurate recording of information on the Victim Engagement screens.</p> <p>3 Ensure Divisional compliance with E.U. Directive 2012/29/EU & the Criminal Justice Act 2017 in respect of the rights, supports and protection of victims of crime.</p> <p>4 The Victims of Crime Office to continue to adhere to Garda Victim Service Policy - HQ Directive 014/2015</p> <p>5 A sample of victims to be contacted to ensure compliance with best practice and customer satisfaction</p> <p>6 We will increase the proportion of completed victim assessments which are made within 3 days of reporting to 85%.</p>	<ul style="list-style-type: none"> • Increased trust • Increased victim satisfaction • Increased satisfaction with An Garda Síochána: <ul style="list-style-type: none"> ○ Listens/responds to community concerns • Increased perception that An Garda Síochána treats people equally • Reduced fear of crime / Increased feelings of safety • Improved perception of An Garda Síochána as: <ul style="list-style-type: none"> ○ Helpful & Community focussed ○ Managing crime locally & nationally

2.8 Missing Persons	
Effective management of all missing persons cases in compliance with Garda policy	
Activities	Outcomes
<p>1 Active engagement with missing person incidents.</p> <p>2 Where missing persons are reported, a file will be immediately opened and maintained 24/7 until the return of that person.</p> <p>3 Investigating members and supervisors will monitor.</p> <p>4 Missing persons in care, investigating member, supervisor, district officer and divisional officer to monitor</p> <p>5 Aim to achieve the goal of accounting for all missing persons in 2019.</p> <p>6 District Officers will ensure that Missing Persons protocols are adhered to, at all times, and a quarterly review of all Missing Persons in their respective Districts is conducted.</p> <p>7 Review outstanding 'High Risk' missing persons.</p>	<ul style="list-style-type: none"> • Increased satisfaction with An Garda Síochána: <ul style="list-style-type: none"> ○ Listens/responds to community concerns • Increased trust • Reduced fear of crime / Increased feelings of safety • Increased perception An Garda Síochána is well managed • Improved perception of An Garda Síochána as: <ul style="list-style-type: none"> ○ Helpful & Community focussed ○ Managing crime locally & nationally

Divisional Policing Plan

2.9 Domestic Abuse	
Provision of an empathic, responsive service to all victims of domestic abuse, in line with relevant Garda policy and legislation.	
Activities	Outcomes
<p>1 Ensuring the safety and wellbeing of victims, their families and any other person present at the scene of incidents.</p> <p>2 Ensuring that each incident is thoroughly investigated, all available evidence is secured and appropriate action taken.</p> <p>3 Actively pursuing offenders so that they can be held accountable through the Courts System</p> <p>4 Ensuring that appropriate information and advice is provided in relation to the support available from partner agencies in the Division.</p> <p>5 All Domestic Violence incidents to be the subject of ongoing review to ensure correct classification on PULSE, monitoring of investigative actions and that the required victim call- backs are conducted within the correct timeframe and correctly recorded.</p> <p>6 Ensuring that there is a greater awareness created among all Garda members of the Domestic Violence Intervention Policy at Unit briefings and PAF meetings and through the rollout of the CPD Core Divisional Programme with a primary focus on the Domestic Violence Act 2018.</p> <p>7 Establishment of a Divisional Protective Services Unit in 2019 who will provide support and advice to frontline officers tasked with the investigation of Domestic Violence Incidents.</p> <p>8 In-Person victim call-backs will be made to a minimum of 40% of victims of domestic abuse. These visits will be recorded on the victim engagement screen.</p>	<ul style="list-style-type: none"> • Increased reporting of domestic violence related offences • Increased satisfaction with An Garda Síochána: <ul style="list-style-type: none"> ○ Listens/responds to community concerns • Increased trust • Increased perception that An Garda Síochána treats people equally • Improved perception of An Garda Síochána as: <ul style="list-style-type: none"> ○ Helpful & Community focussed ○ Managing crime locally & nationally • Reduced fear of crime / Increased feelings of safety • Increased visibility

Divisional Policing Plan

2.10 Sexual Offences	
Provision of an empathic, responsive service to all victims of sexual crime, in line with relevant Garda policy and legislation.	
Activities	Outcomes
<p>1 The establishment of a fully resourced and victim centered Divisional Protective Unit in DMR East by Q3 of 2019 leading to increased reporting and detection of sexual offences with investigations being conducted in a consistent manner.</p> <p>2 Members of this Unit will be specifically trained to investigate and engage with victims of sexual crime and domestic violence through the provision of CPD courses in Specialist Interviewing, Family Liaison, Diversity and Human Trafficking by the end of Q4.</p> <p>3 Identify victims of Human Trafficking and prostitution through intelligence led operations and support the implementation of the National Action Plan to Prevent and Combat Trafficking in Human Beings.</p> <p>4 Continue to support the implementation of the relevant actions in the COSC Second National Strategy on Domestic, Sexual and Gender- based violence 2016-2021 in partnership with the other relevant agencies.</p> <p>5 Continue to oversee and monitor the effective implementation of the Garda Policy in relation to the management of risks posed by Sex Offenders in the Division, in particular those subject to SORAM and continue work closely with partner agencies in this area. Divisional Staff to be continuously briefed on the presence of registered offenders in the Division.</p>	<ul style="list-style-type: none"> • Increased reporting of sexual offences • Increased satisfaction with An Garda Síochána: <ul style="list-style-type: none"> ○ Listens/responds to community concerns • Increased trust • Increased perception that An Garda Síochána treats people equally • Improved perception of An Garda Síochána as: <ul style="list-style-type: none"> ○ Helpful & Community focussed ○ Managing crime locally & nationally • Reduced fear of crime / Increased feelings of safety • Increased visibility

2.11 Roads Enforcement Activities (including the National Roads Policing Operations Plan)	
Reduce collisions, road deaths and serious injuries through enforcement of key lifesaver offences and relevant legislation.	
Activities	Outcomes
<p>1 Increase MIT breath tests performed.</p> <p>2 Implement National Roads Policing Operations Plan.</p> <p>3 The main focus of our campaign is to address the key factors that contributed most significantly to the causes of fatal and serious injury collisions. An Garda Síochána will focus enforcement on a number of key “Lifesaver” offences;</p> <ul style="list-style-type: none"> • Speeding; • Driving while intoxicated (DWI); 	<ul style="list-style-type: none"> • Safer Roads, reduced road deaths and serious injuries • Increased satisfaction with An Garda Síochána: • Listens/responds to community concerns • Improved perception of An Garda Síochána as: <ul style="list-style-type: none"> ○ Helpful & Community focussed

Divisional Policing Plan

<ul style="list-style-type: none"> • The use of seat belts – front and rear; and • The use of mobile phones while driving. <p>4 Focus on these keys offences will be supported by the greater use of technology, the engagement of all personnel and the targeted deployment of the Divisional Roads Policing Units during specific operations, to deny criminals the use of the road network and deliver an enhanced safety programme.</p> <p>5 A reduction in the Fixed Charge Notices (FCN) recording delay to less than 16 days on average per month for manually issued FCN records.</p>	<ul style="list-style-type: none"> ○ Managing crime locally & nationally <ul style="list-style-type: none"> • Reduced fear of crime / Increased feelings of safety • Increased visibility
---	--

2.12 Road Safety Education & Awareness	
Empowering the public through education and awareness of both their responsibility and safety as road users.	
Activities	Outcomes
<p>1 DMR East Community Policing members will deliver Road Safety Education at primary and second level schools within the county.</p> <p>2 Interagency collaboration between DMR East Roads Policing Unit and DLRCC Transportation Department staff, to assist in the planning and implementation of road safety campaigns where high visibility and other safety equipment will be distributed to road users with particular emphasis on cyclists and pedestrians.</p> <p>3 DMR East Roads Policing members will continue to participate with DLRCC staff and other stakeholders at the Cycle Forum, Road Safety Group and Traffic Advisory Group.</p> <p>4 Ensure pedal cyclists have a better understanding of road traffic legislation through campaigns and education, thus preventing contravention of same.</p>	<ul style="list-style-type: none"> • Increased satisfaction with An Garda Síochána: <ul style="list-style-type: none"> ○ Listens/responds to community concerns • Increased trust • Increased perception that An Garda Síochána treats people equally • Improved perception of An Garda Síochána as: <ul style="list-style-type: none"> ○ Helpful & Community focussed ○ Managing crime locally & nationally • Reduced fear of crime / Increased feelings of safety • Increased visibility

2.13 Event Management
All events to be strategically planned through multiagency liaison to ensure the safeguarding of the public.

Divisional Policing Plan

Activities	Outcomes
<p>1 Event Management Divisional and District Inspectors to collaborate and liaise with the appropriate services, DLRCC and event promoters to develop and implement detailed plans of action.</p> <p>2 All event planning to be completed and implemented satisfactorily and reviewed, where necessary, to evaluate efficacy.</p>	<ul style="list-style-type: none">• Increased satisfaction with An Garda Síochána:<ul style="list-style-type: none">○ Listens/responds to community concerns• Increased trust• Improved perception of An Garda Síochána as:<ul style="list-style-type: none">○ Helpful & Community focussed• Increased visibility• Reduced fear of crime / Increased feelings of safety

Divisional Policing Plan

3) A Secure Ireland

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

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

3.1 Local Subversive Targets	
Targeting, intelligence gathering and interdiction of subversives living and operating within the Division.	
Activities	Outcomes
	<ul style="list-style-type: none"> • Increased satisfaction with An Garda Síochána; <ul style="list-style-type: none"> ○ Listens/responds to community concerns • Increased trust • Increased perception that An Garda Síochána treats people equally • Improved perception of An Garda Síochána as: <ul style="list-style-type: none"> ○ Helpful & Community focussed ○ Managing crime locally & nationally • Reduced fear of crime / Increased feelings of safety • Increased visibility

Divisional Policing Plan




3.2 Border Security & Cross Border Crime	
Fortification of the Divisional Coastline against smuggling and illegal entry into the state.	
Activities	Outcomes
	<ul style="list-style-type: none">• Increased satisfaction with An Garda Síochána:<ul style="list-style-type: none">○ Listens/responds to community concerns• Increased trust• Increased perception that An Garda Síochána is well managed• Improved perception of An Garda Síochána as:<ul style="list-style-type: none">○ Helpful & Community focussed○ Managing crime locally & nationally• Reduced fear of crime / Increased feelings of safety• Increased visibility

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

4) Transforming Our Service

Providing consistent, efficient and effective policing services

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

Trust in AGS		Perception that An Garda Síochána is well managed		Data Quality	
--------------	---	---	---	--------------	---

4.1 Inspection and Review

Inspections will be conducted on a quarterly basis, evaluating performance at an operational, administrative and management level in compliance with HQ Directive 59/2014

Activities	Outcomes
<ol style="list-style-type: none"> 1 Bi-annual undertaking of inspection and reviews in line with An Garda Síochána HQ Directive 59/2014. 2 The measurement and evaluation of the effectiveness of current systems and procedures throughout the Division and the strategic implementation of measures to improve performance. 3 Submission of inspection and reviews to the Garda Internal Audit Section and Garda Professional Standards Unit and full compliance with suggested recommendations. 4 Increased governance, accountability and oversight in the Division. 	<ul style="list-style-type: none"> • Increased trust • Increased accountability to ensure that An Garda Síochána is well managed • Better management of risk

4.2 Risk Management

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

Activities	Outcomes
<ol style="list-style-type: none"> 1 Ensure the ongoing, dynamic management of all risks within the Division, engaging relevant stakeholders in the process. 2 Continuous review of the risk register in line with emerging trends and with cognisance of the development and evaluation of the annual Policing Plan. 	<ul style="list-style-type: none"> • Improved accountability to ensure that An Garda Síochána as well managed • Increased trust • Improved perception of An Garda Síochána as: <ul style="list-style-type: none"> ○ Managing crime locally & nationally

Divisional Policing Plan

3 Ensure all risk registers are submitted on a quarterly basis in compliance with risk management policy and procedures, thus utilising organisational supports to add value to Divisional risk management.	
---	--

4.3 Financial Management	
Effective management of all spending within the Division, ensuring policing services are delivered within budget.	
Activities	Outcomes
1 Ensure the ongoing, dynamic management and due governance of all budgets within the Division. 2 Analysis of financial reports and perpetual diligent monitoring with a focus on the controllable costs of Overtime, Travel & Subsistence and other non-pay related costs. 3 Divisional Procurement Committee to ensure accountability and cost-effectiveness of all external services contracts.	<ul style="list-style-type: none"> Increased accountability to ensure that An Garda Síochána is well managed Increased trust Increased visibility

4.4 Data Quality	
Engaging in activities to support an improvement in organisational data quality.	
Activities	Outcomes
1 Reducing the number of incidents created after 24 hours to ensure professional governance in our policing service. 2 Reduction in the number of HISTORIC incidents with status of Review/Clarification. 3 Reduction in the number of RECENT incidents with status of Review/Clarification. 4 Divisional Data Quality Officer to ensure compliance with the 8 rules of Data Protection as dictated by the Data Protection Committee. 5 Reducing the number of incidents created manually. 6 All manual summonses to be created and issued arising from the FCPS system and to be administered within the statutory limit of 110 days and 6 months.	<ul style="list-style-type: none"> Increased trust Increased accountability to ensure that An Garda Síochána is well managed Enhanced Data Quality

Divisional Policing Plan




6 Insure that GPS recording for all Indictable & Road Traffic is adhered to and monitored for compliance through PAF monitoring.	
--	--

4.5 Change Projects	
Embracement and adoption of the Modernisation & Renewal Programme projects to deliver a 21 st Century Policing Service.	
Activities	Outcomes
1 Full cooperation and adoption of all aspects of the Modernisation & Renewal Programme. 2 The continued enhancing and refinement of the functionality of the Roster & Duty Management System with the support of the retirement of the A.85 and the automation of payment. 3 Enterprise Content Management will provide a single repository for An Garda Síochána to store and manage electronic content.	<ul style="list-style-type: none"> • Increased satisfaction with An Garda Síochána: <ul style="list-style-type: none"> ○ Listens/responds to community concerns • Increased trust • Improved perception of An Garda Síochána as: <ul style="list-style-type: none"> ○ Helpful & Community focussed ○ Managing crime locally & nationally • Reduced fear of crime / Increased feelings of safety • Increased visibility Síochána

4.6 Estate Management / Station Upkeep	
The maintenance of a professional working environment.	
Activities	Outcomes
1 Ensure that proper governance and caretaking is maintained across the Division's stations to provide a safe and prideful venue to conduct our business. 2 Present an open and empathic environment to interact with members of the public.	<ul style="list-style-type: none"> • Enhanced working environment • Improved accountability to ensure that An Garda Síochána is well managed

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"> 1 All members fully trained in the PALF process for the advancement of the organisation and individual member. 2 Utilisation of PALF to enhance organisational performance and implementation of the Districts/Divisional Policing Plans. 3 Effective management of the PALF process throughout the year, with members engaging in performance reviews. 4 Pre-tour briefing period to be used to communicate essential operational knowledge and over-arching organisational directions/initiatives. 	<ul style="list-style-type: none"> • Improved perception of An Garda Síochána as well managed • Increased satisfaction with An Garda Síochána: <ul style="list-style-type: none"> ○ Listens/responds to community concerns • Increased trust • Improved perception of An Garda Síochána as: <ul style="list-style-type: none"> ○ Helpful & Community focussed ○ Managing crime locally & nationally

5.2 Health and Safety Compliance & Promotion
Ensuring the safety and wellbeing of all members/employees and to heighten awareness of same.

Divisional Policing Plan

Activities	Outcomes
<p>1 Raise member’s awareness regarding 6 C’s first responders safety principals.</p> <p>2 Ensure the communication of the site-specific safety statements to all members in compliance with HQ Directive 46/11.</p> <p>3 Divisional Health & Safety Committee to convene once per quarter to assess the pertinent issues and amendments needed across the Division.</p> <p>4 Ensure the thorough evaluation/investigation of all occupational accidents, with corrective actions implemented where necessary.</p>	<ul style="list-style-type: none"> • Increased satisfaction with An Garda Síochána: <ul style="list-style-type: none"> ○ Listens/responds to community concerns • Increased trust • Increased perception that An Garda Síochána treats people equally • Improved perception of An Garda Síochána as: <ul style="list-style-type: none"> ○ Helpful & Community focussed ○ Managing crime locally & nationally • Reduced fear of crime / Increased feelings of safety • Increased visibility

5.3 Absence Management and Employee Wellness	
Investing in the physical and mental wellness of our people	
Activities	Outcomes
<p>1 Ensure that obligations are maintained with regards to ongoing sickness management, accurate recording, monitoring of trends and providing supports for members absent with illness/critical illness.</p> <p>2 Continued liaison with Garda Payroll section regarding the status of pay and allowances for members on sick leave.</p> <p>3 Scheduling of Divisional wellness seminars to implement a holistic approach to all members’ health.</p> <p>4 Raise awareness of the utilisation of the Employee Assistance Services.</p> <p>5 The Appointment of a Wellness Champion.</p>	<ul style="list-style-type: none"> • Increased satisfaction with An Garda Síochána: <ul style="list-style-type: none"> ○ Listens/responds to community concerns • Increased trust • Increased perception that An Garda Síochána treats people equally • Improved perception of An Garda Síochána as: <ul style="list-style-type: none"> ○ Helpful & Community focussed ○ Managing crime locally & nationally • Reduced fear of crime / Increased feelings of safety • Increased visibility

Divisional Policing Plan

5.4 Civilianisation	
Identification of roles suitable for civilianisation and reallocation of personnel to operational policing duties	
Activities	Outcomes
1 Civilianisation of suitable roles to maximise available Garda personnel to be redeployed to frontline policing duties. 2 Reallocation of personnel to frontline policing duties upon allocation and full training of Garda staff. 3 Full compliance with the edicts of Project 21:21 – Workforce Modernisation.	<ul style="list-style-type: none"> • Increased satisfaction with An Garda Síochána: <ul style="list-style-type: none"> ○ Listens/responds to community concerns • Increased trust • Increased perception that An Garda Síochána treats people equally • Improved perception of An Garda Síochána as: <ul style="list-style-type: none"> ○ Helpful & Community focussed ○ Managing crime locally & nationally • Reduced fear of crime / Increased feelings of safety • Increased visibility

5.5 Garda Reserve Utilisation	
The successful deployment of an active Garda Reserve cohort.	
Activities	Outcomes
1 Garda Reserves contracted to perform a minimum of 208 hours and will be deployed to assist Community Policing where feasible. 2 Each Reserve member to maintain a log in respect of all events, meetings attended, etc. 3 A member of Inspector Rank is appointed in the Division to assist, monitor and co-ordinate the duties of Reserve Gardaí. 4 Reserves to be deployed performing checkpoints, within housing estates & shopping centres, with a strict emphasis on crime prevention.	<ul style="list-style-type: none"> • Increased satisfaction with An Garda Síochána: <ul style="list-style-type: none"> ○ Listens/responds to community concerns • Increased trust • Increased perception that An Garda Síochána treats people equally • Improved perception of An Garda Síochána as: <ul style="list-style-type: none"> ○ Helpful & Community focussed ○ Managing crime locally & nationally • Reduced fear of crime / Increased feelings of safety • Increased visibility




Divisional Policing Plan

5.6 Training Initiatives	
The Continuous Professional Development of all members/employees of An Garda Síochána	
Activities	Outcomes
<ol style="list-style-type: none"> 1 Completion and digestion of online youth referral e-learning course by all members in the Division to ensure compliance. 2 Inculcation of members in the 2019 Continuous Professional Development Core Programme. 3 Upskilling of Garda Staff through the delivery of OneLearning scheme. 4 Canvassing of the Garda College to ensure the delivery of PAF courses to enable a seamless transition of the civilianisation of the Performance & Accountability Framework. 	<ul style="list-style-type: none"> • Increased engagement with personnel • Increased trust • A better skilled workforce

5.7 Reducing Complaints / GSOC Local initiative	
A reduction in the number of complaints and a reprieve in the number of complaints requiring GSOC investigation.	
Activities	Outcomes
<ol style="list-style-type: none"> 1 Engagement in a pilot scheme to manage complaints and alleviate the pressures of investigation on Senior Management. 2 Local level resolutions to reduce the necessity and burden on GSOC. 3 Direct all members to maintain contact with Victims of Crime to ensure support of same. 	<ul style="list-style-type: none"> • Increased engagement with personnel • Increased trust • A better skilled workforce

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	
Providing a Policing service that is imbued with ethical and Human Rights concerns.	
Activities	Outcomes
<p>1 The establishment of a Divisional Protective Services Unit will ensure that the rights of children and persons against violence in the family are upheld.</p> <p>2 Engagement of all members in the training of the Code of Ethics.</p>	<ul style="list-style-type: none"> • Increased satisfaction with An Garda Síochána: <ul style="list-style-type: none"> ○ Listens/responds to community concerns • Increased trust • Increased perception that An Garda Síochána treats people equally • Improved perception of An Garda Síochána as: <ul style="list-style-type: none"> ○ Helpful & Community focussed ○ Managing crime locally & nationally • Reduced fear of crime / Increased feelings of safety • Increased visibility

Divisional Policing Plan

Garda Code of Ethics Commitments

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

Duty to Uphold the Law

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

Honesty & Integrity

I will be honest and will act with integrity.

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

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

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

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

Respect & Equality

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

I will treat people with courtesy and respect.

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

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

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

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

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

Examples of Wrongful Reasons for Discrimination

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

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

Divisional Policing Plan

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.

Divisional Policing Plan

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.

Divisional Policing Plan