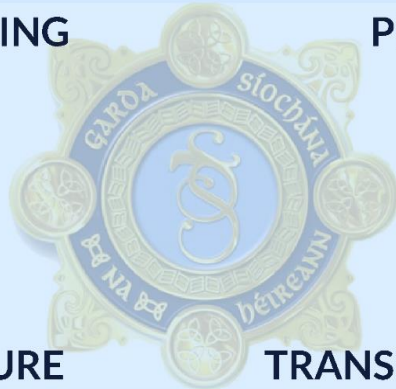


AN GARDA SÍOCHÁNA

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 North Central Divisional Policing Plan 2019

Divisional Policing Plan

Divisional Policing Plan

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An Garda Síochána Strategy 2019 – 2021:

Our Mission - Keeping People Safe



Divisional Policing Plan

Divisional Officer's Foreword

I am pleased to introduce An Garda Síochána's Divisional Policing Plan for the DMR (North Central) Division for 2019. The plan sets out the core policing commitments for the DMR (North Central) Division for the coming year. The Divisional Policing Plan for 2019 is based on feedback from the community in particular, our own people, and analysis of crime and quality of life trends in the North East, Inner City (NEC). In addition, it is also based on the community issues that arose in 2018 and is also linked with the actions that were identified in the Mulvey Report that are the subject of a Project Implementation Board. Inputs and issues from Dublin City Council, statutory and non - statutory agencies, JPC's and local TD's and Councilors are also important elements of the Divisional Policing Plan. The plan is directly linked to the National Policing Plan for 2019 and the Corporate Strategy of An Garda Síochána. 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.

This Divisional Policing Plan also sets out the priorities for An Garda Síochána in the DMR (North Central) Division in the context how we can provide a highly effective and focussed policing service to our local communities with the ultimate aim of achieving our mission of delivering a professional policing and security service with the trust, confidence and support of the people we serve in this area. In support of our mission and our values of service, honesty, accountability, respect, professionalism and empathy we will continue to focus on delivering an effective and meaningful policing service through ongoing engagement with all of our stakeholders, victims and the general public right across our local communities. In particular, the Code of Ethics launched in 2017 will be the bedrock of every policing activity we undertake in 2019. The policing service in the DMR (North Central) Division will continue to be governed by the need to address crime and quality of life issues for the entire community in the NEC.

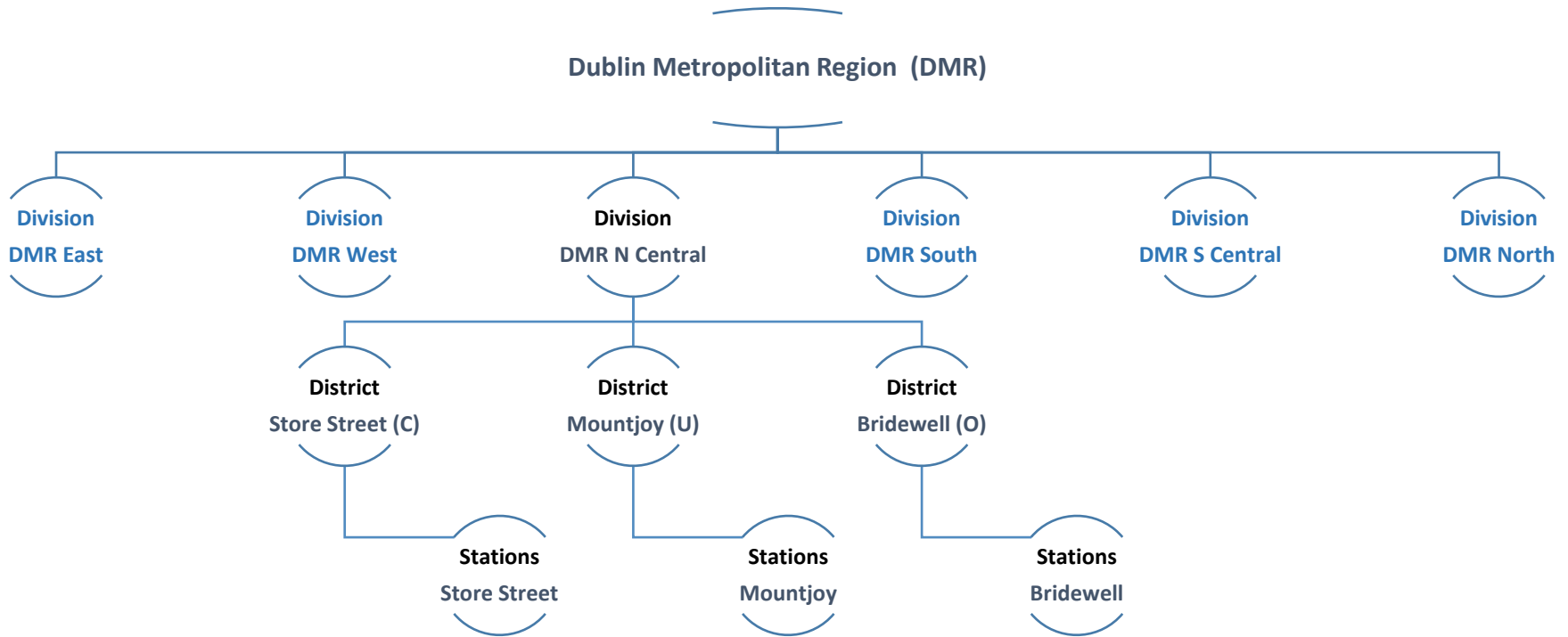
The continued development and enhancement of the good relationship between An Garda Síochána in the DMR (North Central) Division and the community with a particular emphasis on young people in the area is a crucial part of the plan. A robust focus on tackling crime, public order issues, drugs and all forms of criminality will remain at the forefront of our policing service with a particular emphasis on victims and keeping people safe. In this respect, I wish to personally thank the people of the DMR (North Central) Division for their continued support to An Garda Síochána as we continue to address the challenges in the community that we encounter every day as part of the policing service we provide.

Sean Ward

(Chief Superintendent)

Divisional Policing Plan

Our People & Organisation



Divisional Policing Plan

Stations within the Division

Station	District & Superintendent	Opening Hours	Telephone
Store Street	Store Street — Superintendent William Costello	24/7	01 6668082
Store Street	Store Street — Detective Superintendent Colm Murphy	24/7	01 6668082
Bridewell	Bridewell — Superintendent Ann Markey	24/7	01 6668282
Mountjoy	Mountjoy — Superintendent Dan Flavin	24/7	01 6668682
Emergency	112 or 999		

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 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"> 1. Create a stand-alone Community Policing Plan for the NEIC area in accordance with Mulvey Report actions 2. Review local community meetings to ensure process for community concerns are being addressed effectively 3. Develop new processes for engaging pro-actively with young people in the Division through enhanced school visits and sporting/social events 4. Review effectiveness of the DCPO* in respect of reported community issues 5. Ensure quarterly meetings of all SAP** members to senior management occur and outcomes measured. 6. Continue to develop neighbourhood watch, hospital watch, business watch and campus watch schemes (* Divisional Community Policing Office) (**Small Area Policing) 	<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 proactive policing service, targeting antisocial behaviour/public order hotspots to improve quality of life for residents and visitors	
Activities	Outcomes
<ol style="list-style-type: none"> 1. Ensure full use of all appropriate legislation to combat anti-social behaviour with particular emphasis on behavioural warnings and ASBO's* 2. Identify anti-social behaviour 'hotspots' on a monthly basis and develop relevant policing plans to address the issue 3. Deploy the Public Order Unit effectively throughout the Division based on the relevant risk at weekends 4. SAP Gardai to target public parks and open areas in the summer to reduce anti-social behaviour <p>(* Anti-Social Behavioural Order)</p>	<ul style="list-style-type: none"> • Increased satisfaction with An Garda Síochána: <ul style="list-style-type: none"> ○ Listens/responds to community concerns • Increased trust • Increased perception that An Garda Síochána treats people equally • Improve perception of An Garda Síochána as: <ul style="list-style-type: none"> ○ Helpful & Community focussed ○ Managing crime locally & nationally • Reduced fear of crime / Increased feelings of safety • Increased visibility

1.3 Engaging with minorities and other vulnerable groups (including hate crime initiatives)	
Working proactively with minority and vulnerable communities to ensure all persons requiring policing services feel comfortable accessing them, particularly those impacted by hate crimes/bias motivated crimes.	
Activities	Outcomes
<ol style="list-style-type: none"> 1. Develop a register of ethnic minority groups within the Division and appoint the relevant SAP Garda as contact member 2. Continue to develop relationships with minority groups through meetings and other events 3. Daily PAF's* to highlight any issues of racially motivated crime or incidents and ensure appropriate action 4. Each District Officer to promote an 'open day' at which minority groups will be invited <p>(* Performance and Accountability Framework)</p>	<ul style="list-style-type: none"> • Increased satisfaction /An Garda Síochána: listens/responds to community concerns • Increased trust / Increased visibility • Increased perception that An Garda Síochána treats people equally • Improve perception of An Garda Síochána as: <ul style="list-style-type: none"> ○ Helpful & Community focussed ○ Managing crime locally & nationally • Reduced fear of crime / Increased feelings of safety

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"> 1. Increase the numbers of visits to both primary and secondary schools with clear objectives in terms of the issues that are being presented to pupils 2. Continue to develop the Garda Youth Awards in the Division 3. Develop the transition year programme for local students who reside or go to schools in the Division 4. Focussed participation and organisation of late night soccer leagues and other sporting events for young people in the Division 	<ul style="list-style-type: none"> • Increased satisfaction with An Garda Síochána: <ul style="list-style-type: none"> ○ Listens/responds to community concerns • Increased trust • Increased perception that An Garda Síochána treats people equally • Improved perception of An Garda Síochána as: <ul style="list-style-type: none"> ○ Helpful & Community focussed ○ Managing crime locally & nationally • Reduced fear of crime / Increased feelings of safety • Increased visibility

1.5 National Drug Strategy	
Address the harms of drug markets and reduce access to drugs for harmful use	
Activities	Outcomes
<ol style="list-style-type: none"> 1. In association with the NEIC PIB , support the employment of an action worker to address Drug Related Intimidation in the North East Inner City 2. Develop a community case management process with other key statutory stakeholders to target vulnerable drug dependent families in the area 3. Continued targeting of key areas where the sale and supply of drugs is ongoing 4. Divisional Drugs Unit to make presentations to secondary schools on the dangers of drug use 	<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 utilising the Performance and Accountability Framework 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 6. Enhancing the use of Crime Scene Investigation 7. Ensuring bail and curfew compliance 8. Management of Offenders in line with SAOR policy 9. Utilising forensic evidence 10. Utilising CCTV evidence 11. Implementation of national assault reduction plan initiatives 12. Leveraging the benefits of crime analysis services 	<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

2.2 Crime Prevention	
Reduce the incidence of crime through education, awareness and community collaboration	
Activities	Outcomes
<ol style="list-style-type: none"> 1. Crime prevention activities with the implementation of days of action on a monthly basis under Operation Thor 2. Implement National Crime Prevention & Reduction Strategy initiatives as communicated by CEPS 3. Increase in the number of crime prevention lectures by Divisional CPO* to community groups <p>(* Crime Prevention Officer)</p>	<ul style="list-style-type: none"> • Reduced fear of crime / Increased feelings of safety • Increased satisfaction with An Garda Síochána: <ul style="list-style-type: none"> ○ Listens/responds to community concerns • Increased trust • Increased perception that An Garda Síochána treats people equally • Increased visibility • Improved perception of An Garda Síochána as: <ul style="list-style-type: none"> ○ Helpful & Community focussed ○ Managing crime locally & nationally

2.3 Controlled Drugs	
Enforcement of drugs legislation, focussed on the sale and supply of controlled drugs	
Activities	Outcomes
<ol style="list-style-type: none"> 1. Targeted 'hotspots' identified for high attention by the Divisional Drugs Unit 2. Deployment of a Divisional Drugs Unit mobile patrol on strictly overt operations targeting visible on - street drug Dealing 3. Greater coordination between Community Gardai and Divisional Drugs Unit in respect of targets and subsequent actions. 4. All D/Inspectors under control of D/Superintendent to meet on a monthly basis to discuss drugs issues and agree actions to address the sale and supply of drugs in the Division 	<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

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

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

Divisional Policing Plan

2.6 Offender Management & Recidivism (including Child Diversion & SAOR)	
A reduction in offending through the effective implementation of SAOR and Child Diversion policies	
Activities	Outcomes
<ol style="list-style-type: none"> 1. Working with criminal justice partners Responsible: Each District Officer 2. Develop closer links with agencies working with juvenile offenders 	<ul style="list-style-type: none"> • Reduced recidivism • Reduced fear of crime / Increased feelings of safety • Increased visibility • Improved perception of An Garda Síochána as: <ul style="list-style-type: none"> ○ Managing crime locally & nationally

2.7 Victim Support	
Providing a responsive service to victims of crime, keeping all victims up to date on investigations, complying with both Garda victims policy and the Victims Act	
Activities	Outcomes
<ol style="list-style-type: none"> 1. Victim call-backs to be monitored by the DCPO and presented to senior management each quarter so that effectiveness can be measured 2. Completion of victim assessments within 3 days of reporting for 85% of incidents 3. Ensure letters sent by victim engagement team has a compliance rate of 100% 	<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

Divisional Policing Plan

2.8 Missing Persons	
Effective management of all missing persons cases in compliance with Garda policy	
Activities	Outcomes
<ol style="list-style-type: none"> 1. Reduce the number of missing person incidents which are overdue for review by each District Officer to 60 or less incidents 2. Appoint a Liaison Sergeant to monitor missing persons and meet with residential care homes on a quarterly basis 3. Ensure CRI alert processes are in place and disseminated to all personnel 	<ul style="list-style-type: none"> • Increased satisfaction with An Garda Síochána: <ul style="list-style-type: none"> ○ Listens/responds to community concerns • Increased trust • Reduced fear of crime / Increased feelings of safety • Increased perception An Garda Síochána is well managed • Improved perception of An Garda Síochána as: <ul style="list-style-type: none"> ○ Helpful & Community focussed ○ Managing crime locally & nationally

2.9 Domestic Abuse	
Provision of an empathetic responsive service to all victims of domestic abuse, in line with relevant Garda policy and legislation	
Activities	Outcomes
<ol style="list-style-type: none"> 1. Ensure In Person victim call backs are made to a minimum of 60% of domestic abuse victims and are recorded on the victim engagement screen 2. Ensure a process is in place to highlight repeat victims of domestic abuse and appropriate action taken 3. All domestic violence incidents to be discussed at the quarterly reviews with SAP Gardai by senior management 	<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 empathetic responsive service to all victims of sexual crime, in line with relevant Garda policy and legislation	
Activities	Outcomes
<ol style="list-style-type: none"> 1. The creation of a Divisional Protective Services Unit (DPSU) by the end of 2019 based at Fitzgibbon Street once refurbished. 2. All sexual offences to be fully investigated 3. Robust processes in place to effectively monitor all sex offenders in the Division 	<ul style="list-style-type: none"> • Increased reporting of sexual offences • Increased satisfaction with An Garda Síochána: <ul style="list-style-type: none"> ○ Listens/responds to community concerns • Increased trust • Increased perception that An Garda Síochána treats people equally • Improved perception of An Garda Síochána as: <ul style="list-style-type: none"> ○ Helpful & Community focussed ○ Managing crime locally & nationally • Reduced fear of crime / Increased feelings of safety • Increased visibility

2.11 Roads Enforcement Activities (including the National Roads Policing Operations Plan)	
Reduce collisions, road deaths and serious injuries through enforcement of key lifesaver offences (speeding, drink driving, seatbelt and mobile phone offences) and relevant legislation.	
Activities	Outcomes
<ol style="list-style-type: none"> 1. A reduction in the FCN recording delay to less than 16 days on average per month for manually issued FCN records 1 Increase lifesaver offence detections 2. Increase MIT breath tests performed 3. Implement National Roads Policing Operations Plan 4. Program of multi-agency checkpoints developed based on RTA statistics 	<ul style="list-style-type: none"> • Safer Roads, reduced road deaths and serious injuries • Increased satisfaction with An Garda Síochána: • Listens/responds to community concerns • Improved perception of An Garda Síochána as: <ul style="list-style-type: none"> ○ Helpful & Community focussed ○ Managing crime locally & nationally • Reduced fear of crime / Increased feelings of safety • Increased visibility

Divisional Policing Plan

2.12 Road Safety Education & Awareness	
Increase awareness of all road users, including pedestrians and children, of the Rules of the Road in order to enhance road safety.	
Activities	Outcomes
<ol style="list-style-type: none"> 1. Road Safety Talks to be included in all school programmes 2. Utilise all available opportunities — events , seminars , talks , patrols etc. to highlight road safety 	<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	
Standardise event planning procedures, considerations and risk assessments across the Division.	
Activities	Outcomes
<ol style="list-style-type: none"> 1. Review of emergency code words to ensure standardisation at every event in the Division 2. Processes in place for testing knowledge of emergency procedures by members on duty at every event 	<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

3) A Secure Ireland

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

<Redact from published plans>

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 <Redact from published plans>	
[Redacted]	
Activities	Outcomes
<ul style="list-style-type: none"> ■ [Redacted] ■ [Redacted] ■ [Redacted] 	<ul style="list-style-type: none"> ■ [Redacted] ■ [Redacted] ■ [Redacted] ■ [Redacted] ■ [Redacted] ■ [Redacted] ■ [Redacted] ■ [Redacted]




Divisional Policing Plan

3.2 Border Security & Cross Border Crime <Redact from published plans>	
[Redacted]	
Activities	Outcomes
[Redacted]	<ul style="list-style-type: none"> ■ [Redacted] ■ [Redacted] ■ [Redacted] ■ [Redacted] ■ [Redacted] ■ [Redacted] ■ [Redacted]

3.3 Major Emergency Management <Redact from published plans>	
[Redacted]	
Activities	Outcomes
<ul style="list-style-type: none"> ■ [Redacted] ■ [Redacted] ■ [Redacted] 	<ul style="list-style-type: none"> ■ [Redacted] ■ [Redacted] ■ [Redacted] ■ [Redacted] ■ [Redacted]

4) Transforming Our Service

Providing consistent, efficient and effective policing services

The activities outlined on the following pages will support An Garda Síochána in realising the following 3-year strategic outcomes					
Trust in AGS		Perception that An Garda Síochána is well managed		Data Quality	

4.1 Inspection and Review	
Inspections will be conducted on a quarterly basis, evaluating performance at an operational, administrative and management level in compliance with HQ Directive 59/2014	
Activities	Outcomes
<ol style="list-style-type: none"> Undertake inspection and reviews in the Division and each District strictly in accordance with Garda policy on HQ Directive 59/2014 Regular audits carried out of drug seizures(based on risk) on a quarterly basis by D/Inspector, , Store Street and reported to the Divisional Officer 	<ul style="list-style-type: none"> Increased trust Increased perception that An Garda Síochána is well managed Better management of risk

4.2 Risk Management	
Ensure the effective management of risk within the Division to support the achievement of goals and objectives.	
Activities	Outcomes
<ol style="list-style-type: none"> Ensure the ongoing, dynamic management of all risks within the Division, engaging relevant stakeholders. Undertake a review of the risk register in line with the development and evaluation of the annual Policing Plan. Utilise organisational supports to add value to Divisional risk management. Ensure all risk registers are submitted on a quarterly basis in compliance with risk management policy and procedures. 	<ul style="list-style-type: none"> Improved perception of An Garda Síochána as well managed Increased trust Improved perception of An Garda Síochána as: <ul style="list-style-type: none"> Managing crime locally & nationally

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"> 1. Ensure the ongoing, dynamic management of all budgets within the District 2. Review financial reports on ongoing basis with a focus on controllable costs (OT, T&S, other non-pay related costs) 3. Towing contract management / procurement processes to be closely monitored and value for money 	<ul style="list-style-type: none"> • Increased perception that An Garda Síochána is well managed • Increased trust • Increased visibility

4.4 Data Quality	
Engaging in activities to support an improvement in organisational data quality	
Activities	Outcomes
<ol style="list-style-type: none"> 1. Reducing the number of incidents created after 24 hours 2. Reducing by 20% the number of HISTORIC incidents with status of Review/Clarification 3. Reducing by 20% the number of RECENT incidents with status of Review/Clarification 4. Reducing the number of incidents created manually by 10% 5. Monitoring of incidents at Daily PAF to ensure appropriate governance and oversight 	<ul style="list-style-type: none"> • Increased trust • Increased perception that An Garda Síochána is well managed • Enhanced Data Quality

Divisional Policing Plan

4.5 Change Projects	
Activities	Outcomes
IMS/ ECM/ CAD /DMP /RDMS Related Plans	<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	
Development of a plan to facilitate the refurbishment of the Bridewell Garda Station and continued redevelopment of Fitzgibbon Street Garda Station.	
Activities	Outcomes
<ol style="list-style-type: none"> 1. Develop a plan to facilitate the refurbishment of the Bridewell Garda Station 2. Ensure the continued and expeditious redevelopment of Fitzgibbon Street Garda Station 	<ul style="list-style-type: none"> • Enhanced working environment • Improved perception of An Garda Síochána as 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	
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5.1 Engagement, PALF and front line briefing

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

Activities	Outcomes
<ol style="list-style-type: none"> All members trained in the PALF process Managers effectively manage the PALF process throughout the year. Face to face management briefings at shift overlaps and briefing periods District Officers to appoint an Inspector to monitor compliance 	<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

Promote Health and Safety at every opportunity in the Division.

Activities	Outcomes
<ol style="list-style-type: none"> Raise members awareness regarding 6 C's first responders safety principals Ensure all new P/Gardai into the Division are briefed at the first available opportunity Health and Safety meetings held at regular intervals All safety statements examined and adjusted as necessary to ensure currency 	<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

5.3 Absence Management and Employee Wellness

Investing in the physical and mental wellness of our people

Activities

1. Each District to appoint a wellness champion/ contact person
2. Develop a Health and wellness initiative each quarter
3. Monitor absence leave closely and ensure a reduction of single days sick leave by 10%

Outcomes

- Increased satisfaction with An Garda Síochána:
 - Listens/responds to community concerns
- Increased trust
- Increased perception that An Garda Síochána treats people equally
- Improved perception of An Garda Síochána as:
 - Helpful & Community focussed
 - Managing crime locally & nationally
- Reduced fear of crime / Increased feelings of safety
- Increased visibility

5.4 Civilianisation

Identification of roles suitable for civilianisation and reallocation of personnel to operational policing duties

Activities

1. Civilianisation of suitable roles to maximise available Garda personnel
2. Reallocation of personnel to policing duties upon allocation of Garda staff
3. Each District Officer to monitor compliance and set goals for numbers of personnel returned to policing duties

Outcomes

- Increased satisfaction with An Garda Síochána:
 - Listens/responds to community concerns
- Increased trust
- Increased perception that An Garda Síochána treats people equally
- Improved perception of An Garda Síochána as:

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

5.5 Garda Reserve Utilisation

Optimum utilisation of our Garda Reserves

Activities

1. Appoint an Inspector in each District to monitor the utilisation of all our Garda Reserves effectively
2. Ensure the deployment of Garda Reserves at major events in the Division

Outcomes

- Increased satisfaction with An Garda Síochána:
 - Listens/responds to community concerns
- Increased trust
- Increased perception that An Garda Síochána treats people equally
- Improved perception of An Garda Síochána as:
 - Helpful & Community focussed
 - Managing crime locally & nationally
- Reduced fear of crime / Increased feelings of safety
- Increased visibility

5.6 Training Initiatives

Increase the skillset of Divisional personnel

Activities

1. Completion of online youth referral e-learning course
2. Develop Local CPD Training initiatives
3. Increase the numbers of personnel trained in driving courses and mountain bike courses

Outcomes




- Increased engagement with personnel
- Increased trust
- A better skilled workforce

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5.7 Reducing Complaints / GSOC Local initiative	
Provide a local mechanism for dealing with low level service related complaints	
Activities	Outcomes
1. Appoint an Inspector to liaise with GSOC and manage low level service delivery complaints through an informal resolution with their approval	<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	
Promote Ethics and Human Rights within the Division at every opportunity	
Activities	Outcomes
<ol style="list-style-type: none"> 1. Ensure 100% of personnel offered Ethics training , 95% to have completed Ethics training and 100% of trained personnel to have signed the Code of Ethics 2. Ensure Code of Ethics principles are communicated to our local communities 	<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

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.

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

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

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

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

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

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

Police Powers

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

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

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

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

Information & Privacy

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

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

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

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

Transparency & Communication

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

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

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

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

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

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

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

Speaking Up & Reporting Wrongdoing

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

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

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

Additional Commitments of Managers

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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.