

# 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 Divisional Policing Plan 2019

## Divisional Policing Plan

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**An Garda Síochána Strategy 2019 – 2021:**

**Our Mission - Keeping People Safe**



## Divisional Officer's Foreword

I am pleased to present the Dublin Metropolitan Region, DMR North Divisional Policing Plan for 2019 which encompasses policing priorities for the following Districts, Ballymun, Coolock, Raheny and Balbriggan. The plan sets out the core policing commitments for the DMR Northern Division for the coming year. 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 Policing Plan for 2019 is based upon the feedback that we received from the communities we serve, our members, the analysis of crime and quality of life trends right across the DMR Northern Division. Inputs and issues from Dublin City Council, Fingal County Council, statutory and non statutory agencies, local JPC's, local TD's and Councillors also feature in this Policing Plan. There will no doubt be unforeseen challenges.

The Community's concerns in this Division are An Garda Síochána's concerns. Their needs are our needs and we can work together to find shared solutions to shared problems. My primary objective is to continue to maximise co-operation with the local community and other agencies to prevent and detect crime, apprehend those involved in criminal activity and improve quality of life concerns. 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 continued engagement with our all our stakeholders, victims and the general public.

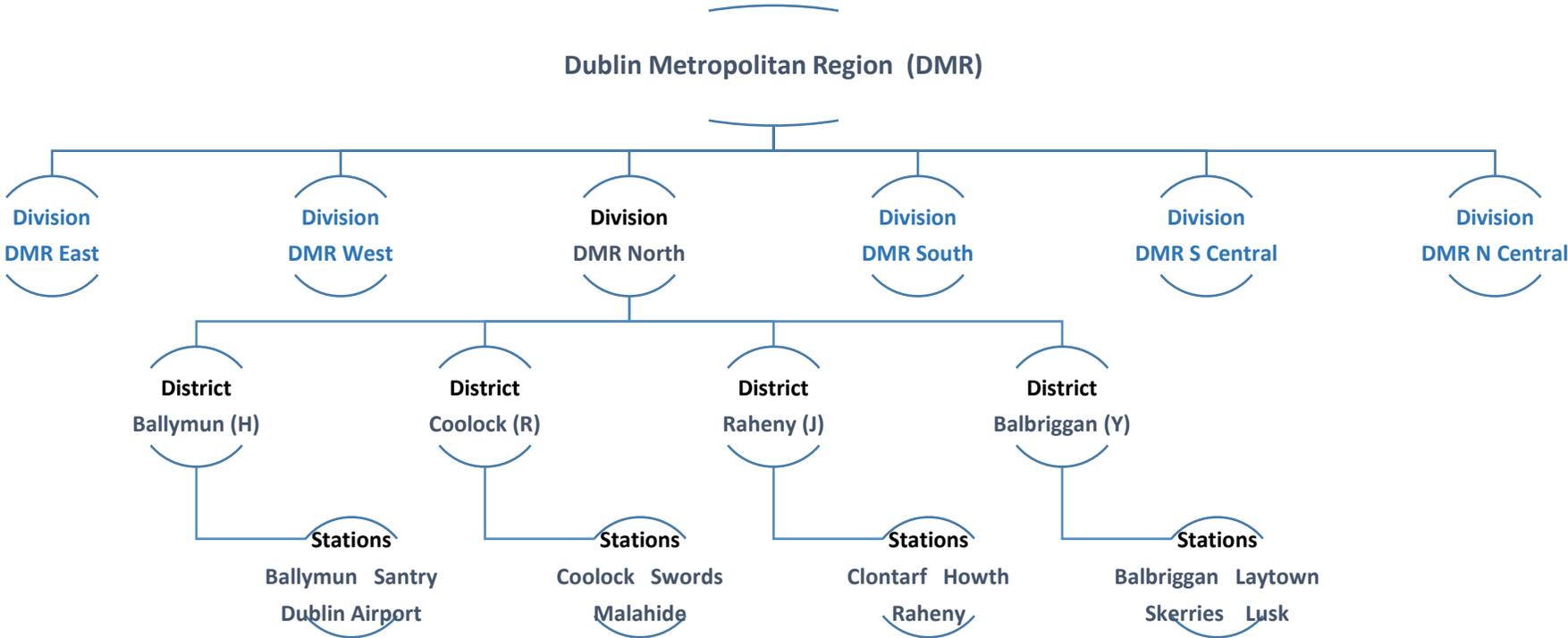
To conclude, my pledge is to continue to invest time and energy in core policing activities, to assist and support you when you need us, and to vigorously pursue criminals to make our communities safe. I welcome and encourage feedback from interested parties on any aspect of this Policing Plan.

Mark Curran,

Chief Superintendent.

Divisional Policing Plan

People & Organisation



Divisional Policing Plan

**Stations within the Division**

Station	District & Superintendent	Opening Hours	Telephone
Clontarf	Raheny - Superintendent Joseph O'Connor	24/7	01 6668240
Raheny	Raheny - Superintendent Joseph O'Connor	24/7	01 6668460
Howth	Raheny - Superintendent Joseph O'Connor	8am – 10pm	01 6668280
Ballymun	Ballymun – Superintendent Brian Daly	24/7	01 6664400
Santry	Ballymun – Superintendent Brian Daly	7am – 9pm	01 6664000
Dublin Airport	Ballymun – Superintendent Brian Daly	7am – 9pm	01 6664950
Coolock	Coolock – Superintendent Gerard Donnelly	24/7	01 6664200
Swords	Coolock – Superintendent Gerard Donnelly	24/7	01 6664700
Malahide	Coolock – Superintendent Gerard Donnelly	7am – 9pm	01 6664600
Balbriggan	Balbriggan – Superintendent Anthony Twomey	24/7	01 6664500
Skerries	Balbriggan – Superintendent Anthony Twomey	10am – 5pm	01 8491211
Garristown	Balbriggan – Superintendent Anthony Twomey	No set hours	01 8354112
Lusk	Balbriggan – Superintendent Anthony Twomey	8am – 10am & 5pm-7pm	01 8437222
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 respond to community concerns	↑	Perception that AGS treats all people equally	↑
Garda visibility	↑	Perception that An Garda Síochána is helpful & community focussed	↑	Perception that An Garda Síochána is managing crime locally	↑

1.1 Engaging with Communities (Inc. JPC Engagement)	
Work with our Joint Policing Committee (JPC), Community Groups (Neighbourhood Watch, Community Alert, Business Watch, Hospital Watch etc.) and other fora to identify local community needs and to ensure appropriate policing responses.	
Activities	Outcomes
<ol style="list-style-type: none"> <li>1) Continued engagement with local JPC's</li> <li>2) Continued liaison with Neighbourhood Watch, Business Watch, Hospital Watch &amp; Campus Watch Groups.</li> <li>3) Enhance our Community Policing ethos through review of SAP's (Small Area Policing) Initiative.</li> <li>4) Ensure proactive engagement with the elderly in the Division through liaisons with the various Age Action Groups.</li> <li>5) Ensure proactive engagement with the young people in the Division through enhanced schools visits and Transition Year Programmes.</li> <li>6) Ensure Crime Prevention and Personal Safety Information is readily available to the Local Community.</li> </ol>	<ul style="list-style-type: none"> <li>• Increased satisfaction with An Garda Síochána:               <ul style="list-style-type: none"> <li>○ Listens/responds to community concerns</li> </ul> </li> <li>• Increased trust</li> <li>• Increased perception that An Garda Síochána treats people equally</li> <li>• Improved perception of An Garda Síochána as:               <ul style="list-style-type: none"> <li>○ Helpful &amp; Community focussed</li> <li>○ Managing crime locally &amp; nationally</li> </ul> </li> <li>• Reduced fear of crime / Increased feelings of safety</li> <li>• Increased visibility</li> </ul>

## Divisional Policing Plan

<b>1.2 Anti-Social Behaviour, Public Order &amp; High Visibility Policing</b>	
Providing a visible responsive proactive policing service, targeting antisocial behaviour/public order hotspots to improve quality of life for residents and visitors	
<b>Activities</b>	<b>Outcomes</b>
<ol style="list-style-type: none"> <li>1) Identify Anti-social behaviour “Hotspots” and ensure policing plans are developed to target identified areas.</li> <li>2) Maintain and develop a range of communication channels and initiatives to maximise community safety</li> <li>3) Ensure full use of all appropriate legislation to combat anti social behaviour with particular emphasis on Behavioural Warnings and ASBO’s.</li> <li>4) Targeted patrols on Public Transport to reduce incidents of crime and anti-social behaviour.</li> <li>5) Continued engagement with Local Authorities to ensure local parks are targeted through high visibility beats and Mountain Bike Patrols.</li> </ol>	<ul style="list-style-type: none"> <li>• Increased satisfaction with An Garda Síochána:               <ul style="list-style-type: none"> <li>○ Listens/responds to community concerns</li> </ul> </li> <li>• Increased trust</li> <li>• Increased perception that An Garda Síochána treats people equally</li> <li>• Improve perception of An Garda Síochána as:               <ul style="list-style-type: none"> <li>○ Helpful &amp; Community focussed</li> <li>○ Managing crime locally &amp; nationally</li> </ul> </li> <li>• Reduced fear of crime / Increased feelings of safety</li> <li>• Increased visibility</li> </ul>

<b>1.3 Engaging with minorities and other vulnerable groups (including hate crime initiatives)</b>	
Working proactively with minority and vulnerable communities to ensure all persons requiring policing services feel comfortable accessing them, particularly those impacted by hate crimes/bias motivated crimes.	
<b>Activities</b>	<b>Outcomes</b>
<ol style="list-style-type: none"> <li>1) Continue to foster positive relationships with minority and vulnerable communities to promote their personal and community safety through meetings, gatherings and social events.</li> <li>2) Develop and maintain new anti racism initiatives.</li> <li>3) Ensure any racially motivated crimes or incidents are discussed at District PAF Meetings and appropriate action is taken.</li> <li>4) One “Open Day” to be held in each District at which minority groups will be invited.</li> </ol>	<ul style="list-style-type: none"> <li>• Increased satisfaction /An Garda Síochána: istens/responds to community concerns</li> <li>• Increased trust / Increased visibility</li> <li>• Increased perception that An Garda Síochána treats people equally</li> <li>• Improve perception of An Garda Síochána as:               <ul style="list-style-type: none"> <li>○ Helpful &amp; Community focussed</li> <li>○ Managing crime locally &amp; nationally</li> </ul> </li> <li>• Reduced fear of crime / Increased feelings of safety</li> </ul>

## Divisional Policing Plan

1.4 Children and Young People	
Engage with and support young people, providing guidance to keep them safe	
Activities	Outcomes
<ol style="list-style-type: none"> <li>1) Develop and maintain new initiatives to engage and support young people with specific focus on the challenges of Social Media.</li> <li>2) Ensure continued support of our successful Transition Year Programme.</li> <li>3) Continued visits for school talks in the local Primary &amp; Secondary Schools, actively listening to the issues that the students are presented with.</li> <li>4) Ensure continued engagement with the Garda Youth Diversion Programme.</li> <li>5) Establish forum for meetings with local School Principal's and Management of Youth Services Providers.</li> </ol>	<ul style="list-style-type: none"> <li>• Increased satisfaction with An Garda Síochána:                             <ul style="list-style-type: none"> <li>○ Listens/responds to community concerns</li> </ul> </li> <li>• Increased trust</li> <li>• Increased perception that An Garda Síochána treats people equally</li> <li>• Improved perception of An Garda Síochána as:                             <ul style="list-style-type: none"> <li>○ Helpful &amp; Community focussed</li> <li>○ Managing crime locally &amp; nationally</li> </ul> </li> <li>• Reduced fear of crime / Increased feelings of safety</li> <li>• Increased visibility</li> </ul>

1.5 National Drug Strategy	
Engage with Stakeholders as part of National Drugs Strategy	
Activities	Outcomes
<ol style="list-style-type: none"> <li>1) Continued targeting of organised crime and drug trafficking networks through information and assistance received from Dublin City Council, Fingal County Council and local communities.</li> <li>2) Focus on the prevention and detection of drug crimes in our communities.</li> <li>3) Local Drugs Units to deliver school talks on the dangers of drug use.</li> <li>4) Continued management of Presumptive Drugs Testing.</li> <li>5) Ensure talks are delivered to JPC's by Drugs Unit Members.</li> </ol>	<ul style="list-style-type: none"> <li>• Increased satisfaction with An Garda Síochána:                             <ul style="list-style-type: none"> <li>○ Listens/responds to community concerns</li> </ul> </li> <li>• Increased trust</li> <li>• Increased perception that An Garda Síochána treats people equally</li> <li>• Improved perception of An Garda Síochána as:                             <ul style="list-style-type: none"> <li>○ Helpful &amp; Community focussed</li> <li>○ Managing crime locally &amp; nationally</li> </ul> </li> <li>• Reduced fear of crime / Increased feelings of safety</li> <li>• Increased visibility</li> </ul>

## Divisional Policing Plan

### 2) Protecting People

Protecting people from crime and from injury on our roads

The activities outlined on the following pages will support An Garda Síochána in realising the following 3-year strategic outcomes					
Incidences of crime	↓	Fear of Crime	↓	Road deaths and injuries	↓
Crime Detections	↑	Victim Satisfaction	↑	Key Lifesaver Offence detections	↑
Perception of crime as a very serious or serious problem	↓	Satisfaction that AGS listens to and response to community concerns	↑	Perception that An Garda Síochána is managing crime nationally	↑
Standard of investigations	↑	Garda visibility	↑	Legislative compliance	↑

2.1 Investigation and Detection (Burglary, Robbery, Assault and Volume Crime)	
A comprehensive approach to all aspects of crime investigation and detection, delivering improved investigative outcomes	
Activities	Outcomes
<ol style="list-style-type: none"> <li>1) Managing crime utilising the Performance and Accountability Framework</li> <li>2) Engaging with regional crime management structures</li> <li>3) Reviewing undetected crime</li> <li>4) Identifying and addressing reasons for non-detection of incidents</li> <li>5) Ensuring mandatory investigative actions are completed</li> <li>6) Enhancing the use of Crime Scene Investigation</li> <li>7) Ensuring bail and curfew compliance</li> <li>8) Management of Offenders in line with SAOR policy</li> <li>9) Utilising forensic evidence</li> <li>10) Utilising CCTV evidence</li> <li>11) Implementation of national assault reduction plan initiatives</li> <li>12) Leveraging the benefits of crime analysis services</li> </ol>	<ul style="list-style-type: none"> <li>• Increased satisfaction with An Garda Síochána:                             <ul style="list-style-type: none"> <li>○ Listens/responds to community concerns</li> </ul> </li> <li>• Increased trust</li> <li>• Increased perception that An Garda Síochána treats people equally</li> <li>• Improved perception of An Garda Síochána as:                             <ul style="list-style-type: none"> <li>○ Helpful &amp; Community focussed</li> <li>○ Managing crime locally &amp; nationally</li> </ul> </li> <li>• Reduced fear of crime / Increased feelings of safety</li> <li>• Increased visibility</li> </ul>

## Divisional Policing Plan

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

<b>2.3 Controlled Drugs</b>	
Enforcement of drugs legislation, focussed on the sale and supply of controlled drugs	
Activities	Outcomes
<ol style="list-style-type: none"> <li>1) Identify “hotspots” and ensure targeted operations are implemented.</li> <li>2) Ensure continued liaisons and use of Operation Cleanstreets.</li> <li>3) Ensure continued targeting of premises addressed by DCC, FCC and Local Authorities per Section 15 Housing Miscellaneous Provisions Act.</li> <li>4) Continue liaison with Customs, CAB, DOCB and Revenue.</li> </ol>	<ul style="list-style-type: none"> <li>• Improved perception of An Garda Síochána as:               <ul style="list-style-type: none"> <li>○ Helpful &amp; Community focussed</li> <li>○ Managing crime locally &amp; nationally</li> </ul> </li> <li>• Reduced fear of crime / Increased feelings of safety</li> <li>• Increased satisfaction with An Garda Síochána:               <ul style="list-style-type: none"> <li>○ Listens/responds to community concerns</li> </ul> </li> <li>• Increased trust</li> <li>• Increased visibility</li> </ul>

Divisional Policing Plan

2.4 Organised Crime	
[Redacted]	
[Redacted]	
Activities	Outcomes
<ul style="list-style-type: none"> <li>[Redacted]</li> <li>[Redacted]</li> <li>[Redacted]</li> </ul>	<ul style="list-style-type: none"> <li>[Redacted]</li> <li>[Redacted]</li> <li>[Redacted]</li> <li>[Redacted]</li> <li>[Redacted]</li> <li>[Redacted]</li> <li>[Redacted]</li> </ul>

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

## 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
1) Working with criminal justice partners  <b>Responsible:</b> Each District Officer  2) Develop closer links with agencies working with Juvenile Offenders. 3) Continued application of Case Management of Adults and Juveniles to reduce levels of recidivism.	<ul style="list-style-type: none"> <li>• Reduced recidivism</li> <li>• Reduced fear of crime / Increased feelings of safety</li> <li>• Increased visibility</li> <li>• Improved perception of An Garda Síochána as:               <ul style="list-style-type: none"> <li>○ Managing crime locally &amp; nationally</li> </ul> </li> </ul>

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
1) Victim call-backs to be completed by GVS0 and report on bi monthly at Divisional PAF meeting. 2) Ensure victim letters has a 100% compliance rate. 3) Completion of victim assessments within 3 days of reporting for 85% of incidents. 4) Monitor Victim engagement through PULSE.	<ul style="list-style-type: none"> <li>• Increased trust</li> <li>• Increased victim satisfaction</li> <li>• Increased satisfaction with An Garda Síochána:               <ul style="list-style-type: none"> <li>○ Listens/responds to community concerns</li> </ul> </li> <li>• Increased perception that An Garda Síochána treats people equally</li> <li>• Reduced fear of crime / Increased feelings of safety</li> <li>• Improved perception of An Garda Síochána as:               <ul style="list-style-type: none"> <li>○ Helpful &amp; Community focussed</li> <li>○ Managing crime locally &amp; nationally</li> </ul> </li> </ul>

## 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"> <li>1) Ensure all Missing Persons Incidents are reviewed in line with Review Policy.</li> <li>2) Ensure meetings are held with Residential Care Homes on a quarterly basis.</li> <li>3) Manage Missing Persons Media on line.</li> <li>4) Ensure CRI alert processes are in place and disseminated to all personnel.</li> </ol>	<ul style="list-style-type: none"> <li>• Increased satisfaction with An Garda Síochána:                             <ul style="list-style-type: none"> <li>○ Listens/responds to community concerns</li> </ul> </li> <li>• Increased trust</li> <li>• Reduced fear of crime / Increased feelings of safety</li> <li>• Increased perception An Garda Síochána is well managed</li> <li>• Improved perception of An Garda Síochána as:                             <ul style="list-style-type: none"> <li>○ Helpful &amp; Community focussed</li> <li>○ Managing crime locally &amp; nationally</li> </ul> </li> </ul>

2.9 Domestic Abuse	
Provision of an empathetic responsive service to all victims of domestic abuse, in line with relevant Garda policy and legislation	
Activities	Outcomes
<ol style="list-style-type: none"> <li>1) Providing in person call-backs to domestic violence victims within 7 days.</li> <li>2) Ensure calls back are recorded on the Victim Engagement Tab.</li> <li>3) Ensure TecSOS monitoring and maintenance.</li> <li>4) Ensure a process is in place to highlight repeat victims of domestic abuse and appropriate action taken.</li> <li>5) Ensure proactive monitoring of breaches of DVA Orders.</li> </ol>	<ul style="list-style-type: none"> <li>• Increased reporting of domestic violence related offences</li> <li>• Increased satisfaction with An Garda Síochána:                             <ul style="list-style-type: none"> <li>○ Listens/responds to community concerns</li> </ul> </li> <li>• Increased trust</li> <li>• Increased perception that An Garda Síochána treats people equally</li> <li>• Improved perception of An Garda Síochána as:                             <ul style="list-style-type: none"> <li>○ Helpful &amp; Community focussed</li> <li>○ Managing crime locally &amp; nationally</li> </ul> </li> <li>• Reduced fear of crime / Increased feelings of safety</li> <li>• Increased visibility</li> </ul>

## Divisional Policing Plan

<b>2.10 Sexual Offences</b>	
Provision of an empathetic responsive service to all victims of sexual crime, in line with relevant Garda policy and legislation	
<b>Activities</b>	<b>Outcomes</b>
<ol style="list-style-type: none"> <li>1) The creation of a Divisional Protective Services Unit (DPSU) by the end of 2019.</li> <li>2) Monitor sexual offences and ensure every incident is thoroughly investigated.</li> <li>3) Proactive monitoring of all sex offenders in the Division.</li> <li>4) Ensure yearly Sexual Crimes Seminar is held to heighten awareness with members.</li> </ol>	<ul style="list-style-type: none"> <li>• Increased reporting of sexual offences</li> <li>• Increased satisfaction with An Garda Síochána:               <ul style="list-style-type: none"> <li>○ Listens/responds to community concerns</li> </ul> </li> <li>• Increased trust</li> <li>• Increased perception that An Garda Síochána treats people equally</li> <li>• Improved perception of An Garda Síochána as:               <ul style="list-style-type: none"> <li>○ Helpful &amp; Community focussed</li> <li>○ Managing crime locally &amp; nationally</li> </ul> </li> <li>• Reduced fear of crime / Increased feelings of safety</li> <li>• Increased visibility</li> </ul>

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

## Divisional Policing Plan

<b>2.12 Road Safety Education &amp; Awareness</b>	
Improve awareness of Road Safety issues and deliver education initiatives.	
Activities	Outcomes
<ol style="list-style-type: none"> <li>1) Ensure Multi Agency checkpoints are held every quarter.</li> <li>2) Road Safety Talks to be included in all school's programmes.</li> <li>3) Targeted patrols of primary schools to promote school safety for both pedestrians and motorists.</li> </ol>	<ul style="list-style-type: none"> <li>• Increased satisfaction with An Garda Síochána:               <ul style="list-style-type: none"> <li>○ Listens/responds to community concerns</li> </ul> </li> <li>• Increased trust</li> <li>• Increased perception that An Garda Síochána treats people equally</li> <li>• Improved perception of An Garda Síochána as:               <ul style="list-style-type: none"> <li>○ Helpful &amp; Community focussed</li> <li>○ Managing crime locally &amp; nationally</li> </ul> </li> <li>• Reduced fear of crime / Increased feelings of safety</li> <li>• Increased visibility</li> </ul>

<b>2.13 Event Management</b>	
Standardise event planning procedures, considerations and risk assessments across the Division.	
Activities	Outcomes
<ol style="list-style-type: none"> <li>1) Ensure preparation of appropriate Policing Plans for any medium/large event and ensure a standardised approach across the Division.</li> <li>2) Ensure every effort is made to recover costs from commercial events.</li> <li>3) Ensure processes are in place for testing knowledge of emergency procedures by members on duty at events.</li> <li>4) Ensure site specific Risk assessments are carried out for each event.</li> <li>5) Ensure a de brief is held after an event.</li> </ol>	<ul style="list-style-type: none"> <li>• Increased satisfaction with An Garda Síochána:               <ul style="list-style-type: none"> <li>○ Listens/responds to community concerns</li> </ul> </li> <li>• Increased trust</li> <li>• Improved perception of An Garda Síochána as:               <ul style="list-style-type: none"> <li>○ Helpful &amp; Community focussed</li> </ul> </li> <li>• Increased visibility</li> <li>• Reduced fear of crime / Increased feelings of safety</li> </ul>

### 3) A Secure Ireland

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

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

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

Divisional Policing Plan

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

3.3 Major Emergency Management	
[Redacted]	
[Redacted]	
Activities	Outcomes
[Redacted]	<ul style="list-style-type: none"><li>[Redacted]</li><li>[Redacted]</li><li>[Redacted]</li><li>[Redacted]</li><li>[Redacted]</li></ul>

## 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
1) Undertake inspection and reviews in line with Garda policy on 59/2014	<ul style="list-style-type: none"> <li>• Increased trust</li> <li>• Increased perception that An Garda Síochána is well managed</li> <li>• Better management of risk</li> </ul>

4.2 Risk Management	
Ensure the effective management of risk within the Division to support the achievement of goals and objectives.	
Activities	Outcomes
<ol style="list-style-type: none"> <li>1. Ensure the ongoing, dynamic management of all risks within the Division, engaging relevant stakeholders.</li> <li>2. Undertake a review of the risk register in line with the development and evaluation of the annual Policing Plan.</li> <li>3. Utilise organisational supports to add value to Divisional Risk Management.</li> <li>4. Ensure all risk registers are submitted on a quarterly basis in compliance with risk management policy and procedures.</li> </ol>	<ul style="list-style-type: none"> <li>• Improved perception of An Garda Síochána as well managed</li> <li>• Increased trust</li> <li>• Improved perception of An Garda Síochána as: <ul style="list-style-type: none"> <li>○ Managing crime locally &amp; nationally</li> </ul> </li> </ul>

## Divisional Policing Plan

4.3 Financial Management	
Effective management of all spending within the Districts, ensuring policing services are delivered within budget	
Activities	Outcomes
<ol style="list-style-type: none"> <li>1) Ensure the ongoing, dynamic management of all budgets within the Division</li> <li>2) Review financial reports on ongoing basis with a focus on controllable costs (OT, T&amp;S, other non-pay related costs)</li> <li>3) Towing contract management / procurement processes to be closely monitored and value for money.</li> <li>4) Ensure Finance Management System is introduced in the Division to monitor overtime.</li> </ol>	<ul style="list-style-type: none"> <li>• Increased perception that An Garda Síochána is well managed</li> <li>• Increased trust</li> <li>• Increased visibility</li> </ul>

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

## Divisional Policing Plan

4.5 Change Projects	
Activities	Outcomes
IMS/ ECM/ CAD /DMP /RDMS Related Plans (Relevant Regions only)  Non applicable for the DMR North Division.	<ul style="list-style-type: none"> <li>• Increased satisfaction with An Garda Síochána:                             <ul style="list-style-type: none"> <li>○ Listens/responds to community concerns</li> </ul> </li> <li>• Increased trust</li> <li>• Improved perception of An Garda Síochána as:                             <ul style="list-style-type: none"> <li>○ Helpful &amp; Community focussed</li> <li>○ Managing crime locally &amp; nationally</li> </ul> </li> <li>• Reduced fear of crime / Increased feelings of safety</li> <li>• Increased visibility Síochána</li> </ul>

4.6 Estate Management / Station Upkeep	
Ongoing review of stations upkeep.	
Activities	Outcomes
1) Ensure all Garda Stations and their environs in the Division are kept to a high standard.	<ul style="list-style-type: none"> <li>• Enhanced working environment</li> <li>• Improved perception of An Garda Síochána as well managed</li> </ul>

## 5) Our People: Our Greatest Resource

Engage, support and listen to our people, providing continuous professional development

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

Employee engagement		Employee wellness		Absence	
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### 5.1 Engagement, PALF and front line briefing

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

Activities	Outcomes
<ol style="list-style-type: none"> <li>1) All members trained in the PALF process.</li> <li>2) Managers effectively manage the PALF process throughout the year.</li> <li>3) Face to face management briefings at shift overlaps and briefing periods.</li> <li>4) Appoint an Inspector in each District to monitor compliance.</li> </ol>	<ul style="list-style-type: none"> <li>• Improved perception of An Garda Síochána as well managed</li> <li>• Increased satisfaction with An Garda Síochána:                             <ul style="list-style-type: none"> <li>○ Listens/responds to community concerns</li> </ul> </li> <li>• Increased trust</li> <li>• Improved perception of An Garda Síochána as:                             <ul style="list-style-type: none"> <li>○ Helpful &amp; Community focussed</li> <li>○ Managing crime locally &amp; nationally</li> </ul> </li> </ul>

### 5.2 Health and Safety Compliance & Promotion

Promote employee Health Safety and Well Being at every opportunity.

Activities	Outcomes
<ol style="list-style-type: none"> <li>1) Raise member's awareness regarding 6 C's first responders' safety principals.</li> <li>2) Health and Safety Meetings held every Quarter.</li> <li>3) All Safety Statements updated on a regular basis.</li> </ol>	<ul style="list-style-type: none"> <li>• Increased satisfaction with An Garda Síochána:                             <ul style="list-style-type: none"> <li>○ Listens/responds to community concerns</li> </ul> </li> <li>• Increased trust</li> <li>• Increased perception that An Garda Síochána treats people equally</li> <li>• Improved perception of An Garda Síochána as:</li> </ul>

## Divisional Policing Plan

- 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) Appointing a wellness champion/ contact person in each District
- 2) Arrange a Health and Wellness initiative each quarter
- 3) Ensure a gathering is held yearly for Peer Supporters
- 4) Ensure that 1 days sick are being closely monitored
- 5) Ensure members are availing of the appropriate rest between tours.
- 6) Ensure Welfare Officer attends conferences for Serious Incidents to ensure support is provided to Members.

#### 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 the appropriate Garda staff

#### 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:

## Divisional Policing Plan

- 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 Garda Reserves.

#### Activities

- 1) Ensure Garda Reserves are utilised for major events in the Division
- 2) Ensure bi annual meeting is held with Local Management and Garda Reserves.
- 3) Divisional Inspector appointed to have oversight of our Garda Reserves.

#### 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

Up skilling of Divisional Personnel.

#### Activities

- 1) Completion of online youth referral e-learning course
- 2) Local CPD Training initiatives
- 3) Training needs assessment and application for courses at Divisional (CPD) and national (Garda College) level

#### Outcomes

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

## Divisional Policing Plan

5.7 Reducing Complaints / GSOC Local initiative	
Improve Customer Service and apply additional training where appropriate.	
Activities	Outcomes
1) Divisional Inspector appointed to deal with GSOC and the low level service delivery complaints.	<ul style="list-style-type: none"><li>• Increased engagement with personnel</li><li>• Increased trust</li><li>• A better skilled workforce</li></ul>

## 6) A Human Rights Foundation

Embed human rights, ethical behaviour and equality into all of our policing and business activities

The activities outlined on the following pages will support An Garda Síochána in realising the following 3-year strategic outcomes					
Trust in AGS		Perception that AGS treats people equally		Perception that AGS is a well-managed organisation	

6.1 Ethics and Human Rights Initiatives	
Ensure all Organisational Ethics and Human Rights initiatives are fully supported and implemented at every opportunity.	
Activities	Outcomes
<ol style="list-style-type: none"> <li>1) Ensure Ethics Training is offered to all Divisional Personnel.</li> <li>2) Ensure the Code of Ethics is embedded throughout the DMR North Division.</li> </ol>	<ul style="list-style-type: none"> <li>• Increased satisfaction with An Garda Síochána:               <ul style="list-style-type: none"> <li>○ Listens/responds to community concerns</li> </ul> </li> <li>• Increased trust</li> <li>• Increased perception that An Garda Síochána treats people equally</li> <li>• Improved perception of An Garda Síochána as:               <ul style="list-style-type: none"> <li>○ Helpful &amp; Community focussed</li> <li>○ Managing crime locally &amp; nationally</li> </ul> </li> <li>• Reduced fear of crime / Increased feelings of safety</li> <li>• Increased visibility</li> </ul>

## Garda Code of Ethics Commitments

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

### Duty to Uphold the Law

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

### Honesty & Integrity

I will be honest and will act with integrity.

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

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

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

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

### Respect & Equality

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

I will treat people with courtesy and respect.

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

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

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

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

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

#### Examples of Wrongful Reasons for Discrimination

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

### Authority & Responsibility

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

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

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

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

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

## Divisional Policing Plan

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 endeavor 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

## Divisional Policing Plan

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

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

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

### Leadership

I will contribute to a positive and healthy working environment.

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

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

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

#### Additional Commitments of Managers

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

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

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

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

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