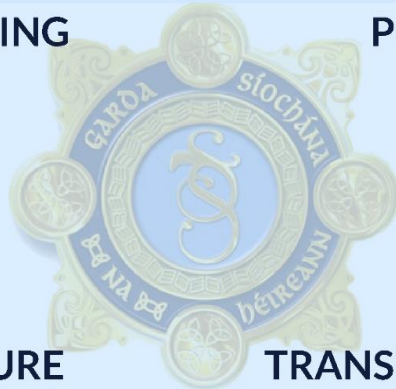


AN GARDA SÍOCHÁNA

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 South Divisional Policing Plan 2019

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An Garda Síochána Strategy 2019 – 2021:

Our Mission - Keeping People Safe



Divisional Officer's Foreword

This is the 2019 Policing Plan for the Dublin Metropolitan Region Southern Division. The 2019 plan is, I believe, both challenging and realistic. It will offer to and assure the customer of, a high standard of service quality, professionalism and commitment. It will provide members of An Garda Síochána with a focus and a guide for their activities.

During 2019, I propose to continue developing new initiatives under A Policing Service for the Future (APSFF), increase the level of high visibility policing, increased enforcement of roads policing, increased community engagement especially to vulnerable persons and groups.

The focus of the Divisional Policing Plan is as follows –

- (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

This plan was developed following trend analysis, performance review and consultation and collaboration with various stakeholders and interest groups within the D.M.R Southern Division. A feature of modern policing is its identification as a key public service and its growing relationships with other public services. An Garda Síochána is committed to our public service positive duty obligations under section 42 of the Irish Human Rights and Equality Act 2014, which we will address in 2019 through initiatives relating to our diversity and inclusion strategy, hate crime policy and developing our human rights capacity.

The policing of our society is best achieved through a partnership process involving the Garda Síochána and the democratically elected representatives of the communities which the Garda Síochána serves and with the participation of the community and voluntary sector. Each of these partners has its own distinctive perspective and inputs to offer.



This is essential for effective, efficient and accountable policing. Our policing strategy will adopt a community engagement and problem solving approach through community policing thereby empowering local communities.

I will utilise the plan to monitor policing progress during 2019 and I will adjust local policing strategies, as necessary, in light of quarterly assessments of this policing plan and in response to emergent issues.



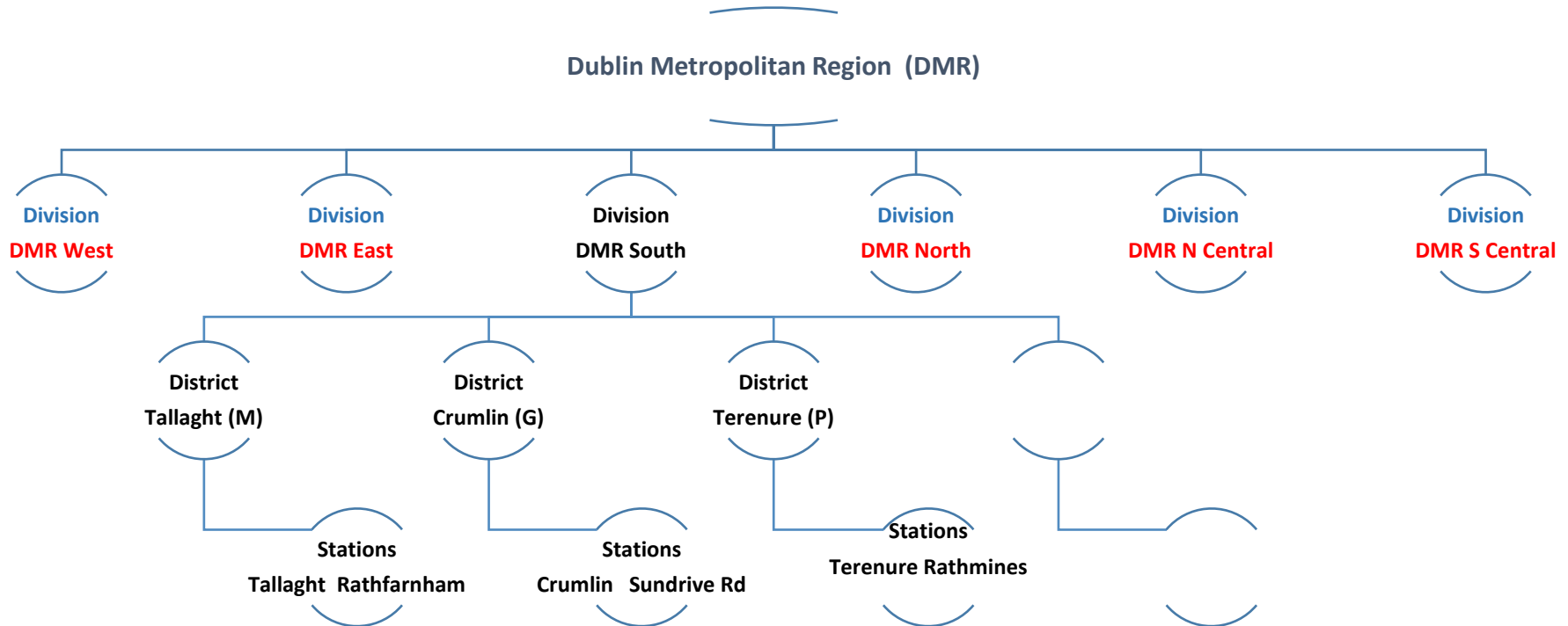
Kevin Gralton

DMR South

E-mail – Crumlin_DV@Garda.ie

Tel No.(01) 6666292/3/4/5

Our People & Organisation









Stations within the Division

Station	District & Superintendent	Opening Hours	Telephone
Crumlin	Crumlin - Superintendent Frank Ferry	24/7	01 6666200
Sundrive Road	Crumlin - Superintendent Frank Ferry	7am – 9pm	01 6666600
Tallaght	Tallaght - Superintendent Ian Lackey	24/7	01 6666000
Rathfarnham	Tallaght - Superintendent Ian Lackey	24/7	01 6666500
Terenure	Terenure – Superintendent Laura Mangan	7am – 9pm	01 6666400
Rathmines	Terenure – Superintendent Laura Mangan	24/7	01 666 6700

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	
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
<p>Districts will liaise with community stakeholders to identify trends within the community and adjust policing priorities accordingly.</p> <p>Work closely with the senior citizens in the community.</p> <p>Continue to liaise with the Licensed Trade and those involved in the night time economy to reduce incidents of public disorder and anti-social behaviour aiming to manage crime locally.</p> <p>Each District Policing Unit to hold meetings (Neighbourhood Watch, Business Watch, etc.) and address / respond to their Community's concerns.</p> <p>Enhancing community engagement by continued support of the Police and Community Engagement (PACE) project through Teenagers & Gardaí (TAG), Community Text Alerts, Late-night Leagues and Neighbourhood Watch schemes in the Division.</p> <p>Set up Small Area Policing (SAPS), to be implemented in Tallaght District by Q3 and throughout rest of Division.</p> <p>Engage with local communities through Local Policing Fora.</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

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
<p><u>High Visibility Policing</u> Foot patrols to be performed by Crossover Units and Community Policing units at anti-social activity hotspots at critical times in the vicinity of:</p> <ul style="list-style-type: none"> • Schools • Colleges • Business premises • Places of Worship • Estates etc. • Hospitals <p>These patrols will be structured and implemented on an ongoing basis in vicinities where required and monitored on a continuous basis over the course of the year.</p> <p>Provide roving Public Order Unit Patrols at weekends across the DMR South to increase presence and curb anti-social behaviour.</p> <p>Provide targeted policing patrols on public transport.</p> <p>Specific targeted operations to be put in place - Operation Irene, Operation Tombola – to effectively combat increased incidents of seasonal public order and anti-social behaviour offences.</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	
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
<p>Build positive relationships with all Minority and vulnerable groups. Each District to hold quarterly meetings with Minority Groups/Vulnerable Groups. An Open Day to be held at a nominated Divisional station capturing all Minority and Vulnerable Groups.</p> <p>Ensure any reported hate crimes are investigated thoroughly and that supports are available to investigators and victims of such crimes.</p> <p>Work closely and support senior citizens in the community by developing positive one-to-one relationships with elderly members. Districts to identify groups that support the elderly within their Districts and liaise with them to arrange visits to their events and provide contact details of Community Gardaí.</p> <p>Integrate Ethnic minority youths in the Transition Programme which will be conducted during the school year in conjunction with the new Garda recruitment programme, 'The Difference is You'.</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

1.4 Children and Young People	
Engage with and support young people, providing guidance to keep them safe	
Activities	Outcomes
<p>All Garda personnel to promote a positive, compassionate and supportive approach to all dealing with children and young people through building positive relationships in the following mediums:</p> <ol style="list-style-type: none"> 1. Each primary school in the DMR South will receive a visit in 2019 in line with Schools Programme. 2. Each secondary school in the DMR South will receive a visit in 2019 in line with Schools Programme. 3. Transition Year Programme affording opportunities to TY Students to engage in work experience in the DMR South Division. 4. Holding of the Annual Youth Awards within the Division. 5. Promote positive relations with children and young people in sports and social clubs through GAA Summer Camps, FAI 7-a-side Kids Football Leagues, Sprocket Rocket Schools Programme in conjunction with Cycling Ireland. 	<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	
Reduce the harm caused to individuals, families and communities by substance misuse	
Activities	Outcomes
<p>Provide an appropriate response to the issue of drug related intimidation in the Division through the following:</p> <ol style="list-style-type: none"> 1. Appoint a Liaison Inspector for the Division. 2. Ensure Guidance, support and advice for persons or families subject to intimidation and assisting on the course of action to be taken. 3. Ensure all matters are investigated where appropriate. 4. Appoint liaison persons to work with family concerned and each District Office monitors the progress of each investigation. 5. Ensure threat assessments are carried out in each case of reported intimidation. <p>Look at the need to develop an initiative to target adults involved in the drugs trade who are using young children to engage in illegal activities associated with the drug trade.</p> <p>Deliver talks in secondary schools to Teaching Staff, educating them as to the presence of drugs and the available services to families who are effected by substance misuse.</p> <p>Ensure close engagement with Garda National Drugs Unit, seeking support and expertise on individual cases as they arise 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
<p>Managing crime utilising the Performance and Accountability Framework.</p> <p>Engaging with regional crime management structures.</p> <p>Reviewing undetected crime.</p> <p>Identifying and addressing reasons for non-detection of incidents.</p> <p>Ensuring mandatory investigative actions are completed.</p> <p>Enhancing the use of Crime Scene Investigation.</p> <p>Ensuring bail and curfew compliance.</p> <p>Management of Offenders in line with SAOR policy.</p> <p>Utilising forensic evidence.</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

<p>Utilising CCTV evidence.</p> <p>Implementation of national assault reduction plan initiatives.</p> <p>Dedicated Patrols of Night life hotspots within the Division to reduce assaults occurring as a result of anti-social behaviour.</p> <p>Leveraging the benefits of crime analysis services.</p>	
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2.2 Crime Prevention	
Reduce the incidence of crime through education, awareness and community collaboration	
Activities	Outcomes
<p>A review of the Garda Victim Support Service Office is underway with a view to improving further victim engagement.</p> <p>Implement National Crime Prevention & Reduction Strategy initiatives as communicated by Community Relations.</p> <p>Operating a Professional Crime Prevention Service through Partnership and Collaboration with Communities and Stakeholders.</p> <p>Ensure quarterly Crime Prevention Days at Divisional and District level. Utilise Analysis Service (GSAS) to provide informative data to support 'Days of Action'.</p> <p>The Division will promote crime prevention through local media (newspapers, radio, newsletters).</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
<p>Target Organised Criminal Groups and individuals involved in criminality through Intelligence-led operations and a national integrated sharing of intelligence and resources.</p> <p>Case management of Serial Offenders who are involved in the Sale & Supply of Drugs and Organised Criminality.</p> <p>Conduct dedicated operations in key areas throughout the Division.</p> <p>Actively identify and pursue criminals engaged in the Sale & Supply of controlled drugs at various levels.</p> <p>Each District to conduct two information days focused on harm reduction.</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

[illegible]

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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>Working with criminal justice partners.</p> <p>SAOR will be co-ordinated, managed and developed on a District basis under the direction of the Superintendent.</p> <p>Ensure Juvenile and Adult Offenders are case managed by appropriately trained case managers.</p> <p>Community Police and Juvenile Liaison Officers will Liaise with Youth Diversion Group Programmes to monitor the Diversion of Youth from Crime and prevent further re-offending.</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

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>Ensure services to victims are set to a high standard with the Divisional Victim Service Office. That each victim of crime residing within the Division is contacted within 5 working days of an incident occurring and that appropriate follow-up is provided.</p> <p>Assignment of Family Liaison Officer in necessary cases.</p> <p>Victim Service Office will provide a presentation at JPC meeting on the role of the Office in 2019.</p> <p>A review of the Garda Victim Support Service Office is underway with a view to improving further victim engagement.</p> <p>Ensure incidents are recorded on Pulse in a timely manner, allowing for more timely victim support and quicker identification of crime trends.</p> <p>Ensure that each victim of domestic abuse receives an “in person” call-back within 7 days of an incident occurring.</p> <p>GVSO staff should attend a PAF meeting at least once a month in each District and provide feedback on the services provided to each District.</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>Reduce the number of missing person incidents which are overdue. District Officer reviews to 60 or less incidents.</p> <p>Ensure District Officer and their Personnel are aware of their role with regard to policy of liaising with Tusla with regard to missing persons in the care of the state.</p> <p>District Officers to examine long term missing person's cases on a half year basis.</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

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
<p>In-Person victim call-backs to be made to a <u>minimum</u> 40% of victims of domestic abuse and recorded on the victim engagement screen.</p> <p>We will increase the proportion of completed victim assessments which are made within three days of reporting to 85%.</p> <p>Ensure Garda pro-arrest policy on Domestic Violence is complied with and information is provided to Victims of Domestic Violence as to nationally available services to them.</p> <p>Garda members get training in relation to the new Victims of Crime Act 2017 and the Domestic Violence Act 2018.</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

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
<p>Establishment of a Divisional Protective Services Unit in 2019.</p> <p>Proactively manage all Registered Sex Offenders resident in the Division in compliance with the Sex Offenders Act, 2001.</p> <p>District Officers to monitor all sexual offence cases using the PAF framework.</p> <p>Each District to monitor key performance indicators relating to sexual crime.</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 (speeding, drink driving, seatbelt and mobile phone offences) and relevant legislation	
Activities	Outcomes
<p>Increase lifesaver offence detections.</p> <p>Increase MIT breath tests performed.</p> <p>Implement National Roads Policing Operations Plan.</p>	<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

<p>Reduce FCN recording delays to less than 16 days on average per month for manually issued FCN records.</p> <p>Increase operations and activities in relation to all lifesaver offences to include days of action and checkpoints focussing on:</p> <ul style="list-style-type: none"> • Intoxicated driving. • Speeding. • Mobile Phones. • Safety Belts. <p>Increased enforcement of bus corridors to improve traffic flow.</p> <p>Stricter enforcement of illegal parking in cycle lanes and disabled parking bays.</p> <p>Enforcement of Road Traffic Legislation pertaining to cyclists.</p>	
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2.12 Road Safety Education & Awareness	
Greater Public awareness of Driving Behaviours which increase the safety of all Road Users	
Activities	Outcomes
<p><u>Multi Agency Engagement/Checkpoints</u></p> <p>Checkpoints to be conducted in co-operation with the RSA, Customs and National Transport Authority in the Key Divisional arteries.</p> <p>Schools briefings will be carried out raising awareness on the wearing of helmets and high visibility clothing.</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	
Mitigate risk to the public at events by planning for and assessing changing risks both nationally and internationally	
Activities	Outcomes
<p>District Officer in the Tallaght District to ensure operational orders including risk assessments to support</p> <ul style="list-style-type: none"> - event management of Tallaght Stadium Fixtures. - Marlay Park Concerts. 	<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

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]	<ul style="list-style-type: none"> [Redacted] [Redacted]
[Redacted]	<ul style="list-style-type: none"> [Redacted] [Redacted] [Redacted]
[Redacted]	<ul style="list-style-type: none"> [Redacted] [Redacted] [Redacted]
[Redacted]	<ul style="list-style-type: none"> [Redacted] [Redacted] [Redacted]

3.3 Major Emergency Management	
Enhancing our readiness to provide a co-ordinated response to major emergencies in the DMR South Division	
Activities	Outcomes
<p>[REDACTED]</p> <p>[REDACTED]</p> <p>[REDACTED]</p> <p>[REDACTED]</p> <p>[REDACTED]</p> <p>[REDACTED]</p> <p>[REDACTED]</p>	<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	
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4.1 Inspection and Review

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

Activities	Outcomes
<p>Divisional and District Inspections to be conducted on quarterly / half yearly basis. Where non-compliance is identified, improved systems will be introduced to enhance quality.</p> <p>Additional audits to be conducted, if the need arises, <u>taking into account HQ 50/2010 – Risk Management Standard Operational Procedures during inspections.</u></p> <p>Management Dashboard reviewed at regular intervals.</p>	<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
<p>Ensure the ongoing, dynamic management of all risks within the Division, engaging relevant stakeholders.</p> <p>Undertake a review of the risk register in line with the development and evaluation of the annual Policing Plan.</p>	<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

<p>Utilise organisational supports to add value to Divisional risk management.</p> <p>Ensure all risk registers are submitted on a quarterly basis in compliance with risk management policy and procedures.</p>	
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4.3 Financial Management	
Effective management of all spending within the District , ensuring policing services are delivered within budget	
Activities	Outcomes
<p>Ensure the ongoing, dynamic management of all budgets within the District, Executive Officer appointed.</p> <p>Review financial reports and provide continuous stringent monitoring of expenditure on an ongoing basis with a focus on controllable costs.</p> <p>Towing contract management and procurement processes managed by an appointed Inspector and Executive Officer.</p>	<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
Establish a Governance, Data Quality and Resource Unit with a view to achieving targets.	<ul style="list-style-type: none"> • Increased trust • Increased perception that An Garda Síochána is well managed • Enhanced Data Quality

<p>Improve Data Quality – it is the aim of the DMR South to ensure all call-backs are accurately reflected on the Victim Engagement screen.</p> <p>Ensure that the data we collect and record in relation to crimes and is accurately recorded and maintained in accordance with GDPR.</p> <p>Ensure that all incidents are correctly classified, including detection status and ensure recording of all crime, RTC and domestic abuse incidents are entered within the tour of duty.</p> <p>Ensure that Global Data Protection Regulations are complied with.</p> <p>Regular examination to ensure data compliance by Garda / Garda Staff personnel.</p> <p>Ensure that where duplicate entries are created that accurate data merge systems are in place.</p>	
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4.5 Change Projects	
Transform the service provided to the public by adopting and implementing all applicable Modernisation and Renewal Programmes	
Activities	Outcomes
Support for all A Policing Service For the Future (APSFF) Programmes throughout 2019 including ECM, CAD, PALF, PEMS and Code of Ethics, etc.	<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

Maintain six operational Stations within the DMR South ensuring their suitability to provide the readiness of members to serve the Community	
Activities	Outcomes
Amalgamate District Staff Offices within the Division to one Central Staff Office thus providing a uniformed, expedient approach to Estate Management and Station upkeep to ensure greater efficiency.	<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
<p>All members trained in the PALF process.</p> <p>Managers effectively manage the PALF process throughout the year and ensure all members commence PALF.</p>	<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, insofar as it is reasonably practicable the safety, health and welfare of employees of An Garda Síochána and the public who are affected by our activities	
Activities	Outcomes
<p>Raise members' awareness regarding 6 C's first responders safety principles.</p> <p>Publish the 6 C's Stay Safe Principles in all Station Public Offices.</p> <p>Ensure Gardaí are briefed at parade times as to the 6 C's.</p> <p>Reminder to be given to all Gardaí at Public events within the Division as to the 6 C's.</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>Seek to increase the number of peer supporters within the Division and ensure ongoing training.</p> <p>Sergeants to ensure that members who attend Critical, Violent or Traumatic Incidents receive the services of the Employee Assistance Service.</p> <p>Monitor all sickness absence and ensure that all policy documents and HQ Directives are complied with.</p> <p>Members on long term sick to be contacted by Divisional Officer.</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

5.4 Civilianisation	
Identification of roles suitable for civilianisation and reallocation of personnel to operational policing duties	
Activities	Outcomes
<p>Civilianisation of suitable roles to maximise available Garda personnel.</p> <p>Reallocation of personnel to policing duties upon allocation of Garda staff.</p> <p>Garda Staff members are being continuously assigned areas of responsibility and being given ownership for 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

5.5 Garda Reserve Utilisation	
To promote awareness in the locality of the competitions for Garda Reserve	
Activities	Outcomes
<p>Monthly contact to be made with Reserves by Liaison Inspector. Attendance of Reserves to be more regulated so as to make use of them at weekends for the patrol of anti-social hotspots and increase high visibility within the community.</p> <p>Focus on attaining a structured attendance with a view to improving visibility.</p> <p>Create a register of contact details, duties performed and utilise in events throughout the year.</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




5.6 Training Initiatives	
Provide enhanced training to Garda members through a variety of means to build on skill sets and foster modern policing procedures	
Activities	Outcomes
<p>Completion of online youth referral e-learning course.</p> <p>Members will undergo further training in custody management.</p> <p>Training will be provided to members to increase the number of Gardaí who can deploy on Mountain bikes.</p> <p>Training to be provided to members on Search Team.</p>	<ul style="list-style-type: none"> • Increased engagement with personnel • Increased trust • A better skilled workforce

5.7 Reducing Complaints to GSOC. Local initiative	
Reduction in complaints to GSOC by enhanced training to members, the embedding on the Code of Ethics in all facets of Policing and support GSOC's Informal Resolution Processes	
Activities	Outcomes
Promote GSOC's 'resolution of service level issues identified by GSOC as suitable for local intervention' with a view to providing timely outcomes to complainants.	<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	
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6.1 Ethics and Human Rights Initiatives

Renew the culture of An Garda Síochána

Activities	Outcomes
<ul style="list-style-type: none"> - 100% personnel offered Ethics training. - 95% of members to have completed Ethics training. - 100% of personnel trained to have signed the Code of Ethics. 	<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 | • Marital status | • Colour | • Gender non-conformity |
| • Disability | • Membership of the Traveller Community | • Nationality | • Political opinion |
| • Family status | • Religion | • Ethnic or national origins | • Residence status |
| • Gender | • Race | • Sexual orientation | • Social origin |

Authority & Responsibility

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

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

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

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

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

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

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

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

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

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

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

Police Powers

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

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

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

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

Information & Privacy

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

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

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

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

Transparency & Communication

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

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

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

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

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

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

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

Speaking Up & Reporting Wrongdoing

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

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

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

Leadership**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.

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.