

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 West Divisional Policing Plan 2019

DMR West – Policing Priorities 2019

-  Ensuring the highest possible standards are reached when delivering a Policing service to all members of our community by strictly adhering to the Code of Ethics.
-  Getting to know our community better through meeting with them, supporting and engaging positively with them, increasing the number of Community Police and paying particular attention to any minority or marginalised sections of our community and those most in need of our support.
-  Making our community safer by tackling drug dealing and gun crime.
-  Making our community safer by arresting and prosecuting drug and drink drivers.
-  Interruption of local Organised Crime Gangs through covert and overt targeted operations with the assistance of Armed Support Units, DOCB and local Community Policing, Detective and uniform members.
-  Becoming leaders in tackling Domestic Violence by prosecuting offenders and supporting those impacted by Domestic Violence and developing our expertise in this area.
-  Enforcement of the Victims charter by carrying out inspections in regards to call backs thereby providing a professional approach to all victims.

Divisional Policing Plan 2019

- 🔦 Creating a really positive, enjoyable, supportive and safe working environment for all Gardai and Garda staff attached to DMR West Division through generous engagement and support by management and supervisors; through active listening where members find themselves in difficulty and by adopting a learning rather than a punitive approach to issues that may arise.
- 🔦 Ensure the security to the State, managing all possible threats, including but not limited to the threat of terrorism.

GARDA SÍOCHÁNA MISSION & STRATEGY 2019 - 2021

OUR PEOPLE - OUR GREATEST RESOURCE

Continuous Professional
Development

Strong Visible
Leadership

Employee
Wellness

Resource
Deployment

COMMUNITY POLICING

Partnership Development
Protecting the Vulnerable
Listening & Responding
Visible Policing

PROTECTING PEOPLE

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

National Security
International Co-operation
Security & Intelligence Capacity

A SECURE IRELAND

Technology
Data Quality
Communication
Operating Model
Governance, Accountability &
Transparency

TRANSFORMING OUR SERVICE

Human Rights Strategy

A Learning Culture

Equality and Ethics

A HUMAN RIGHTS FOUNDATION

KEEPING
PEOPLE SAFE

Divisional Policing Plan 2019

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Divisional Policing Plan 2019

Divisional Officer's Foreword

As Chief Superintendent for the DMR West Division, I am pleased to outline the Divisional Policing Plan for 2019. This plan is designed to improve the policing service to our community; to take on, catch and prosecute those involved in gun crime, drug distribution and anti-social behaviour; to make our community a safe place to live, work and visit and a community that we can all be proud to say we are part of.

This will be accomplished in accordance with our mission and our values of service, honesty, accountability, respect, professionalism and empathy and in particular, the Code of Ethics will be the foundation of every policing activity we undertake in 2019. 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 2020 through initiatives relating to our diversity and inclusion strategy, hate crime policy and developing our human rights capacity.

The Policing Plan is based upon the six Strategic Goals set out in the 2019 Priorities Areas of the Policing Authority as determined by the Minister for Justice and Equality namely **Community Policing, Protecting People, A Secure Ireland, Our People: Our Greatest Resource, Transforming Our Service, A Human Rights Foundation.**

One of the key objectives is to enhance how we engage with the local communities and its representatives. The aim is to achieve this through high visibility policing, by the strategic implementation of resources and a proactive approach to tackling crime. This plan will focus on providing full policing coverage within the Division, while allowing for a targeted response with regard to identified 'Hot Spots', which have been highlighted by the analysis of developing crime trends. I will as always, insist that the community is placed at the centre of all we do or try to achieve.

Throughout the year the Gardai in this Division will make a greater effort than ever before to meet with our community, to listen to the issues of concern and to take actions to make sure we tackle those matters that are impacting on people's quality of life. To support our efforts I will work tirelessly to secure the important resources both human and operational to enable us to do our job and to serve the public.

I will place particular emphasis on those who are victims of crime, who are victims of domestic abuse and those who feel marginalised or who may be most in need of our services. I will ensure that additional supports are in place to assist you if you find that you are in this category.

Divisional Policing Plan 2019

I welcome and support the changes that are associated with A Policing Service For The Future by considering them when setting goals and by placing them at the forefront of my priorities. All victims will continue to be at the epicentre of how we deal with incidents and our principal focus will be to engage with them in a meaningful and supportive way whilst responding to them in a positive manner therefore creating a safe and secure reporting structure.

Targeted intelligence led operations will be utilised to disrupt local Organised Crime Gangs and to tackle all criminal activity with particular emphasis on the possession and supply of controlled drugs. We will focus on taking guns and drugs off the streets, disrupting criminal activity and prosecuting those who style themselves as leaders in crime gangs. Other targeted operations will place significant emphasis on Roads Policing enforcement, drug and drink driving all of which will increase the safety on our roads for every single one of us.

I know that every Garda and Garda staff member will contribute to the delivery and implementation of the plan thereby increasing the standards of policing service to our community throughout the Division. I acknowledge the good work and dedication of members attached to the Division, the long hours that they put in to achieve results and the many dangers and personal injuries that each member can be exposed to and am truly appreciative for all of this and the professionalism and commitment shown by all in their daily work.

Yours in Policing

Finbarr Murphy

Chief Superintendent

Divisional Policing Plan 2019



Divisional Policing Plan 2019

Our Organisation

Blanchardstown District

Blanchardstown Garda Station
Main St, Blanchardstown, Dublin 15
D15 F6V9.
Ph 01-6667000
Opening Hours: 24hrs

Finglas Garda Station
Mellowes Rd, Finglas West, Dublin 11
D11 HF29.
Ph 01-6667500
Opening Hours: 24hrs

Cabra Garda Station
Nephin Rd, Dublin 7
D07 XN61.
Ph 01-6667400
Opening Hours: 7am – 9pm Daily

Clondalkin District

Clondalkin Garda Station
Orchard Rd, Clondalkin, Dublin 22
D22 W268.
Ph 01-6667600
Opening Hours: 24hrs

Ballyfermot Garda Station
Rossmore Ave, Ballyfermot, Dublin 20
D10 T674.
Ph 01-6667200
Opening Hours: 24hrs

Rathcoole Garda Station
Main St, Rathcoole, Co. Dublin
D24 YF22.
Ph 01-6667900
Opening Hours: 10am – 6pm Daily

Lucan District







Lucan Garda Station
Main St, Lucan, Co. Dublin
K78 V383.
Ph 01-6667300
Opening Hours: 24hrs

Ronanstown Garda Station
St Ronan's Ave, Clondalkin, Dublin 22
D22 VK40.
Ph 01-6667700
Opening Hours: 24hrs

Divisional Policing Plan 2019

1) Community Policing

Providing visible, responsive policing services tailored to community needs

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

1.1 Engaging with Communities (Inc. JPC Engagement)

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

Outcome(s)

- 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

Activities	Result/Output
<ul style="list-style-type: none"> • New neighbourhood watch schemes will be established e.g. Adamstown. • Dedicated community policing Gardai will liaise with the communities and will be given responsibility for this initiative. Advice will be given to the communities in regards to the setting up of such schemes and initial links forms • Continued engagement with communities/ Local Policing Forums. • Continued engagement with the JPC. • Event Management – Open Days 	<ul style="list-style-type: none"> • Increase in satisfaction with An Garda Síochána and the establishment of a formal structure for the Gardaí to communicate with residents e.g. Adamstown. • Improvement in information sharing also. • Increased engagement with communities and a greater understanding of the issues affecting the people living and working in these areas. • Improved relationship/ interactions between the members of the Gardaí and the members of the JPC and in turn an improvement in information sharing and problem solving with outside agencies.

Divisional Policing Plan 2019

- The effective policing and organising of Annual Station Open Days

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

Outcome(s)

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

Activities	Result/Output
<ul style="list-style-type: none"> • Targeted uniform patrols in crime hotspot areas. • Crime Prevention foot and mountain bike Patrols by Community Policing members to target anti-social behaviour, drug dealing and public order 	<ul style="list-style-type: none"> • Increase in Garda visibility within the community thus reassuring the public and increasing confidence. Continuous review of operations will lead to a reduction of hotspot crime areas. Reduction in anti-Social Behaviour through the increased use of FCPN's. • Increase in the number of section 23 MDA searches and decrease in number of public order incidents. • Decrease in the number of anti-social behaviour incidents, thefts and public order. Increase Garda visibility and therefore an increase in public confidence. • Increase in the number of ASBO's issued.

Divisional Policing Plan 2019

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Divisional Policing Plan 2019

1.3 Engaging with minorities and other vulnerable groups (including hate crime initiatives)	
Working proactively with minority and vulnerable communities to ensure all persons requiring policing services feel comfortable accessing them, particularly those impacted by hate crimes/bias motivated crimes.	
<p>Outcome(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 	
<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 Increased visibility Reduced fear of crime / Increased feelings of safety 	
Activities	Result/Output
<ul style="list-style-type: none"> Community Gardaí will continue engagement with The Muslim Community with a view to building mutual understanding and points of contact. Continued engagement with the elderly in the Communities. 	<p>Create new partnerships in the community and raise awareness of An Garda Síochána's service to all members of the public.</p> <p>Increase public confidence and provide a sense of security to the vulnerable in the community through engagement and relationship building.</p>

Divisional Policing Plan 2019

1.4 Children and Young People	
Engage with and support young people, providing guidance to keep them safe	
<p>Outcome(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 	
Activities	Result/Output
<ul style="list-style-type: none"> Community Policing members to discuss youth mental health as part of the schools programmes Community Policing members to discuss road safety as part of the schools programmes. Community Policing members to discuss internet safety as part of the schools programme. FAI Night leagues – Gardai will partake in the night leagues and provide any assistance required Youth Programmes 	<ul style="list-style-type: none"> Increase engagement between the Gardaí and young people in the community. Also provides for a point of contact for the young person if required in the future leading to an increase of trust between the Gardaí and young people. Increase in engagement between the Gardaí and young people in the community. Also provides for a point of contact for the young person if required in the future leading to an increase of trust between the Gardaí and young people. Increase in engagement between the Gardaí and young people in the community. Also provides for a point of contact for the young person if required in the future leading to an increase of trust between the Gardaí and young people. Increase number of school talks delivered and interaction with younger communities.

Divisional Policing Plan 2019

1.5 National Drug Strategy	
<p>Outcome(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 	
<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 visibility 	
Activities	Result/Output
<ul style="list-style-type: none"> A day of action in regards to the use of drugs among young people will be arranged to include representatives from the HSE, Drugs Task Force, Pieta House and An Garda Síochána. Interaction with locally community based agencies. 	<ul style="list-style-type: none"> Increase in engagement between the Gardaí and young people in the communities. Also provides for a point of contact for the young person if required in the future leading to an increase of trust between the Gardaí and young people. Increase awareness of social issues

Divisional Policing Plan 2019

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	
Outcome(s) <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 	
Activities	Result/Output

Divisional Policing Plan 2019

<ul style="list-style-type: none"> • Managing crime utilising the Performance and Accountability Framework • Responsible: Superintendents and PAF administrators • Reviewing undetected crime. • Enhancing the use of Crime Scene Investigation • Ensuring bail and curfew compliance • Utilising forensic evidence • Organised Crime • Implementation of national assault reduction plan initiatives 	<ul style="list-style-type: none"> • All incidents reviewed through PAF process. • Investigating member and supervisor assigned to all investigations. • SIO appointed to all serious/critical crime incidents. • All recent undetected incidents reviewed. • Areas for further investigation communicated to investigating members for auctioning. • Ongoing review of CSI use in Division. • Increased awareness of CSI capacity and the importance of forensic evidence. • Improved management of offenders through monitoring bail conditions and curfew compliance. • Increased enforcement of court orders. • Maximum number of forensic samples taken in compliance with policy and legislation. • 100% DNA samples from detention delivered to FSI. • This will increase member's local knowledge of criminals and increase Garda Visibility in the Communities.
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Divisional Policing Plan 2019

2.2 Crime Prevention	
<p>Reduce the incidence of crime through education, awareness and community collaboration</p> <p>Outcome(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 	
Activities	Result/Output
<ul style="list-style-type: none"> Prevention of Crime Implement National Crime Prevention & Reduction Strategy initiatives as communicated by CEPS Community Gardaí will deliver presentations on online safety, cyberbullying and sexting to parents of secondary schools. 	<ul style="list-style-type: none"> Ensure downward trend of incidents within the Division. National Crime Prevention & Reduction Strategy Initiatives implemented in District Increase in engagement between the Gardaí and parents of young people in the community. Also provides for a point of contact for the parents should they required any further information in the future leading to an increase of trust between the Gardaí and parents of local youths.

Divisional Policing Plan 2019

2.3 Controlled Drugs	
Enforcement of drugs legislation, focussed on the sale and supply of controlled drugs	
<p>Outcome(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 	
Activities	Result/Output
<ul style="list-style-type: none"> Operation Hybrid Checkpoints and Patrols to disrupt criminal activity. Utilise local operations in conjunction with Regional operations to increase detection rates 	<ul style="list-style-type: none"> Increased CIO bulletins and intelligence entries on PULSE. Community reassured that criminality has a consequence and that offenders are being targeted. Increase in the number of high visibility patrols. Increase in knowledge of offenders among Gardaí. Increased the number of Drug detections

Divisional Policing Plan 2019

2.4 Organised Crime (including firearms offences, Human Trafficking and European Arrest Warrants)

<p>[REDACTED]</p> <p>[REDACTED]</p> <ul style="list-style-type: none"> [REDACTED] [REDACTED] [REDACTED] [REDACTED] 	
<p>[REDACTED]</p> <ul style="list-style-type: none"> [REDACTED] [REDACTED] [REDACTED] [REDACTED] 	
Activities	Result/Output
[REDACTED]	<p>[REDACTED]</p> <p>[REDACTED]</p>

Divisional Policing Plan 2019

2.5 Criminal Intelligence (Including CHIS)*	
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Activities	Result/Output
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Divisional Policing Plan 2019

2.6 Offender Management & Recidivism (including Child Diversion & SAOR)	
A reduction in offending through the effective implementation of SAOR and Child Diversion policies	
Outcome(s) <ul style="list-style-type: none"> Reduced fear of crime / Increased feelings of safety Increased visibility 	<ul style="list-style-type: none"> Improved perception of An Garda Síochána as: <ul style="list-style-type: none"> Managing crime locally & nationally Reduced recidivism
Activities	Result/Output
<ul style="list-style-type: none"> Working with criminal justice partners Monitoring of persons subject to the Sex Offenders Act, 2001 to continue in accordance with Garda policy. Continued engagement with partner agencies through the SORAM process where appropriate to ensure public safety. 	<ul style="list-style-type: none"> Improved inter-agency approach to crime prevention and detection Assurance that all sex offenders are in compliance with the Act and are being correctly monitored.

Divisional Policing Plan 2019

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	
Outcome(s) <ul style="list-style-type: none"> 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 	
<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 Increased trust 	
Activities	Result/Output
<ul style="list-style-type: none"> Ensure the EU Directive on Victims of Crime and the Criminal Justice (Victims of Crime) Act 2017 are complied with. Victim call backs (in regards to Burglaries, Robberies and Thefts from the person to be carried out by Community Policing). 	<ul style="list-style-type: none"> Greater governance in victim management. Increased satisfaction in the Public Attitudes Survey. Greater governance in victim management. Ensure Victim charter is adhered to.

Divisional Policing Plan 2019

2.8 Missing Persons	
Effective management of all missing persons cases in compliance with Garda policy	
<p>Outcome(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 Reduced fear of crime / Increased feelings of safety 	
<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 Increased perception An Garda Síochána is well managed 	
Activities	Result/Output
<ul style="list-style-type: none"> Appoint a Liaison Sergeant Manage Missing Persons media online 	<ul style="list-style-type: none"> Appointed Liaison Sergeant has coordinated on ongoing basis with the HSE regarding missing children in care. No found persons still listed as active on Garda Portal or Website

Divisional Policing Plan 2019

2.9 Domestic Abuse	
Provision of an empathetic responsive service to all victims of domestic abuse, in line with relevant Garda policy and legislation	
<p>Outcome(s)</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 	
<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 visibility 	
Activities	Result/Output
<ul style="list-style-type: none"> Providing in person call-backs to domestic violence victims 	<ul style="list-style-type: none"> Victim engagement DVSA incidents reviewed

Divisional Policing Plan 2019

2.10 Sexual Offences	
Provision of an empathetic responsive service to all victims of sexual crime, in line with relevant Garda policy and legislation	
<p>Outcome(s)</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 	
<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 visibility 	
Activities	Result/Output
<ul style="list-style-type: none"> Divisional Protective Services Unit Members of each district, as first responders, to deal with all victims of sexual offences in a professional manner and ensure all appropriate action is taken. 	<ul style="list-style-type: none"> To be aware of sex offenders in the Division and each District to be aware of sex offenders in each sub district. Increase in standards of service and decrease in complaints.

Divisional Policing Plan 2019

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, and seatbelt and mobile phone offences) and relevant legislation.

Outcome(s)

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

Activities	Result/Output
<ul style="list-style-type: none"> • Increase lifesaver offence detections • Increase MIT breath tests performed • Implement National Roads Policing Operations Plan • A reduction in the FCN recording delay to less than 16 days on average per month for manually issued FCN records 	<ul style="list-style-type: none"> • Enforcement activity increased based on 2018 enforcement activity data • MIT breath test numbers increased • DWI checkpoints held each weekend. • National days of action supported by each District

2.12 Road Safety Education & Awareness

Divisional Policing Plan 2019

High Visibility Multi Agency Checkpoints, deterring movement and interruption of criminal movements.

Outcome(s)

- 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

Activities	Result/Output
<ul style="list-style-type: none"> Multi Agency engagement/checkpoints 	<ul style="list-style-type: none"> Large Hi Visible Multi Agency Checkpoints, resulting in public satisfaction and increase in detection rates during such operations. Increase in the detection of breaches of weight restrictions and improved road safety.

2.13 Event Management

Outcome(s)

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

Activities	Result/Output
<ul style="list-style-type: none"> Event Management 	<ul style="list-style-type: none"> Increase in community engagement

Divisional Policing Plan 2019

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

<p>[REDACTED]</p> <p>[REDACTED]</p> <ul style="list-style-type: none"> [REDACTED] [REDACTED] [REDACTED] [REDACTED] 		<ul style="list-style-type: none"> [REDACTED] [REDACTED] [REDACTED] [REDACTED] 	
Activities		Result/Output	
<p>[REDACTED]</p>		<p>[REDACTED]</p> <p>[REDACTED]</p> <p>[REDACTED]</p>	

Divisional Policing Plan 2019




3.2 Major Emergency Management	
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Activities	Result/Output
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Divisional Policing Plan 2019

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

Outcomes

- Increased trust
- Increased perception that An Garda Síochána is well managed
- Better management of risk

Activities	Result/Output
<ul style="list-style-type: none"> Undertake inspection and reviews in line with Garda policy on 59/2014 	<ul style="list-style-type: none"> 9 district inspections conducted & forwarded to Divisional office & GPSU Risks identified entered on risk register as appropriate District risks mitigated Recommendations implemented

Divisional Policing Plan 2019

4.2 Risk Management	
Ensure the effective management of risk within the Division to support the achievement of goals and objectives.	
Outcome(s) <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 	
<ul style="list-style-type: none"> Improved perception of An Garda Síochána as: <ul style="list-style-type: none"> Managing crime locally & nationally Improved perception of An Garda Síochána as well managed 	
Activities	Result/Output
<ul style="list-style-type: none"> Ensure the ongoing, dynamic management of all risks within the Division, engaging relevant stakeholders. Undertake a review of the risk register in line with the development and evaluation of the annual Policing Plan. Ensure all risk registers are submitted on a quarterly basis in compliance with risk management policy and procedures. 	<ul style="list-style-type: none"> Division/District risks actively managed. Effective controls in place to reduce the likelihood and/or severity of risks. Enhanced ability to achieve goals. Alignment between Policing Plan and risk register. Risk register submitted in line with policy & procedures.

Divisional Policing Plan 2019

4.3 Financial Management	
Effective management of all spending within the Division , ensuring policing services are delivered within budget	
Outcome(s) <ul style="list-style-type: none"> Increased perception that An Garda Síochána is well managed Increased trust Increased visibility 	
Activities	Result/Output
<ul style="list-style-type: none"> Each Superintendent to ensure the ongoing, dynamic management of all budgets within the Division Review financial reports on ongoing basis with a focus on controllable costs (OT, T&S, other non-pay related costs) 	<ul style="list-style-type: none"> Imprest account reconciled monthly Divisional/District budgets regularly reviewed and main drivers of costs established and managed.

Divisional Policing Plan 2019

4.4 Data Quality	
Engaging in activities to support an improvement in organisational data quality	
Outcome(s) <ul style="list-style-type: none"> Increased trust Increased perception that An Garda Síochána is well managed Enhanced Data Quality 	
Activities	Result/Output
<ul style="list-style-type: none"> Ensure all incidents recorded by members before the end of their tour of duty. Reduce the number of incidents with status of Review/Clarification Reduce the number of incidents created manually Ensure GPS is recorded for all Indictable & Road Traffic 	<ul style="list-style-type: none"> Compliance with Garda Policy and allows for better record keeping and more accurate entries. Compliance with Garda Policy and allows for better record keeping and more accurate entries. Compliance with Garda Policy and allows for better record keeping and more accurate entries. Compliance with Garda Policy and allows for better record keeping and more accurate entries.

Divisional Policing Plan 2019

4.5 Change Projects	
<p>Outcome(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 	
<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 visibility 	
Activities	Result/Output
<ul style="list-style-type: none"> IMS/ ECM/ CAD /DMP /RDMS Related Plans (Relevant Regions only) 	<ul style="list-style-type: none"> 90% of members trained and system implemented.

Divisional Policing Plan 2019

4.6 Estate Management / Station Upkeep	
<p>Outcome(s)</p> <ul style="list-style-type: none"> Enhanced working environment Improved perception of An Garda Síochána as well managed 	
Activities	Result/Output
<ul style="list-style-type: none"> Review of Divisional buildings and state of repair Ensure that the correct security system is in place 	<ul style="list-style-type: none"> Buildings and equipment working to best standards Increase in the security of stations therefore improving the working environment of the members attached to each station

Divisional Policing Plan 2019

5) Our People: Our Greatest Resource

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

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

Employee engagement



Employee wellness



Absence



5.1 Engagement, PALF and front line briefing

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

Outcome(s)

- Increased satisfaction with An Garda Síochána:
 - Listens/responds to community concerns
- Increased trust
- Improved perception of An Garda Síochána as:
 - Helpful & Community focussed
 - Managing crime locally & nationally
- Improved perception of An Garda Síochána as well managed

Activities	Result/Output
<ul style="list-style-type: none"> All members trained in the PALF process Responsible: Superintendent Managers effectively manage the PALF process throughout the year 	<ul style="list-style-type: none"> All members appropriately trained in PALF Full engagement with PALF process.

Divisional Policing Plan 2019

5.2 Health and Safety Compliance & Promotion	
<p>Outcome(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 	
<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 visibility 	
Activities	Result/Output
<ul style="list-style-type: none"> Raise members awareness regarding 6 C's first responders safety principals Health and Safety committee to meet on a quarterly basis. Ensure compliance with Garda policy in regards Safety Statement. 	<ul style="list-style-type: none"> All members in Division briefed using relevant material. Increased awareness of first responder safety principals Compliance with Garda Policy, greater governance of sick leave and increase of information sharing. Compliance with Garda Policy and a safer place of work for members

Divisional Policing Plan 2019

5.3 Absence Management and Employee Wellness	
Investing in the physical and mental wellness of our people	
Outcome(s) <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 	<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 visibility
Activities	Result/Output
<ul style="list-style-type: none"> Inspector or Staff Officer appointed as contact person in regards to absence Employee Assistance Service related Goal Continuous liaison with the Chief Medical Officer 	<ul style="list-style-type: none"> Greater governance of sick absences and more engagement with members reporting sick. Increased knowledge among members as to the functions of the Employee Assistance Officer. Greater governance of sick absence.

Divisional Policing Plan 2019

5.4 Civilianisation	
Identification of roles suitable for civilianisation and reallocation of personnel to operational policing duties	
<p>Outcome(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 	
<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 visibility 	
Activities	Result/Output
<ul style="list-style-type: none"> Civilianisation of suitable roles to maximise available Garda personnel. 	<ul style="list-style-type: none"> Increased satisfaction with An Garda Síochána: <ul style="list-style-type: none"> Listens/responds to community concerns Increased trust Increased perception that An Garda Síochána treats people equally

Divisional Policing Plan 2019

5.5 Garda Reserve Utilisation	
Outcome(s) <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 	
<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 visibility 	
Activities	Result/Output
<ul style="list-style-type: none"> Review of Reserves 	<ul style="list-style-type: none"> Updated records and alignment of reserves attached to each District

Divisional Policing Plan 2019

5.6 Training Initiatives	
Outcome(s) <ul style="list-style-type: none"> Increased engagement with personnel Increased trust A better skilled workforce 	
Activities	Result/Output
<ul style="list-style-type: none"> Completion of online youth referral e-learning course Local management to consider training initiatives. 	<ul style="list-style-type: none"> Course completed by 90% of members. Increased confidence among both garda members and members of the public that the Gardaí attending scenes are properly trained.

Divisional Policing Plan 2019




5.7 Reducing Complaints / GSOC Local initiative	
Outcome(s) <ul style="list-style-type: none"> Increased engagement with personnel Increased trust A better skilled workforce 	
Activities	Result/Output
<ul style="list-style-type: none"> Staff to be briefed on GSOC local intervention in order to create an awareness and understanding of the process. 	<ul style="list-style-type: none"> Decrease in the number of complaints received and in particular a reduction in complaints of a certain type e.g. discourtesy. Increase in satisfaction among the local community and public in general.

Divisional Policing Plan 2019

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

Outcome(s)

- 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

Activities	Result/Output
<ul style="list-style-type: none"> A better standard of Policing through the implementation of the Code of Ethics. 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"> Improved standards and an increase in knowledge among members leading to an improved service to the community.

Divisional Policing Plan 2019

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 recognize 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 |

Divisional Policing Plan 2019

- 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.

Divisional Policing Plan 2019

Transparency & Communication

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

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

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

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

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

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

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

Speaking Up & Reporting Wrongdoing

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

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

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

Additional Commitments of Managers

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

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

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

Leadership

I will contribute to a positive and healthy working environment.

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

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

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

Additional Commitments of Managers

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

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

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

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

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