

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

Donegal Divisional Policing Plan 2019

Donegal Divisional Policing Plan

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An Garda Síochána Strategy 2019 – 2021:

Our Mission - Keeping People Safe



Divisional Officer's Foreword

I am pleased to introduce the Donegal Divisional Policing Plan for 2019. This plan is based on the Garda Síochána Mission and Strategy 2019-2021 and will frame the Garda priorities in the Donegal Division for 2019. The plan has been compiled based on the National Policing Plan, Divisional Risk Register and following consultation with internal and external stakeholders, including the County Donegal JPC, public meetings and meetings with other relevant agencies.

Donegal Division is unique in a policing perspective given its geographic isolation from the rest of the 26 counties. Given the challenges that are faced every day in Donegal, An Garda Síochána in Donegal Division will aim to provide an efficient and effective policing service focussed on protecting frontline services while continually improving and responding to the needs of the communities we serve.

The uncertainty created by Brexit continues to have the potential to significantly impact on policing in Donegal Division in 2019. While the details of Brexit remain unclear, An Garda Síochána in Donegal will ensure that it plays its full part in ensuring that it is fully prepared for any new paradigm.

A back to basics approach will be adopted in relation to Community Policing in Donegal Division in 2019. It is my intention to increase visibility in the communities where we live and work. In particular, now that there are additional personnel resources in Donegal, Gardaí will be detailed for foot patrol on a regular basis in residential areas. 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.

In terms of combatting crime in Donegal, we will focus on crimes against the person through a combination of thorough investigation of incidents, targeting of repeat offenders and by listening to community concerns and victims. Similarly, serious property crime will be fully investigated including the use of roads policing units to prevent the use of vehicles in the commission of crime.

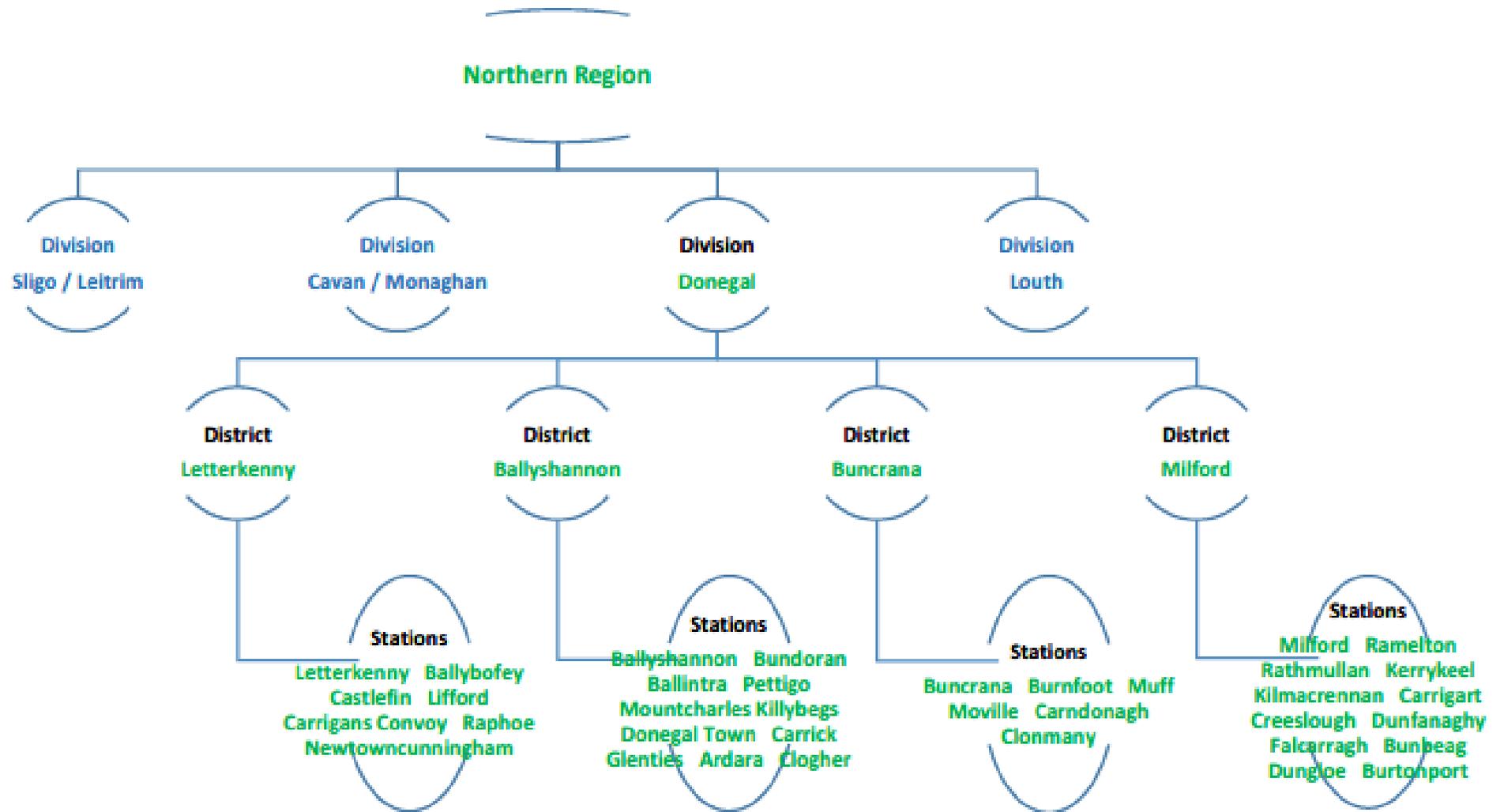
From a national security perspective, the threat from dissident republicanism remains a real threat and will be targeted through intelligence lead and proactive policing. We will also ensure that Donegal is not a location that can be used as a base for international terrorism or extremism.

From a Roads Policing perspective, additional personnel will be allocated to Roads Policing Units in the Donegal Division in 2019. Roads Policing operations will be targeted based on analysis of collision statistics and reports of poor driver behaviour. I intend to examine the feasibility of establishing a Roads Policing Unit in the Milford District in 2019.

As part of our commitment to improving working conditions for garda employees, a major renovation of Donegal Town Garda station will commence in April 2019. Alternative accommodation on Quay Street has been secured while the renovations are ongoing. Despite budgetary restrictions, I intend to continue planning the future proofing of Letterkenny Garda Station for the long term in order to ensure that it remains fit for purpose, in particular, to make the station more accessible for people with disabilities.

Terry McGinn, Chief Superintendent.

Our People & Organisation



Donegal Divisional Policing Plan

Stations within the Division

District	District & Superintendent	Opening Hours	Telephone	Email Address
Letterkenny	Superintendent Michael Finan	24/7	074 9167100	Letterkenny_DS@Garda.ie
Ballyshannon	Superintendent Colm Nevin	24/7	071 9858530	Ballyshannon_DS@Garda.ie
Buncrana	Superintendent Eugene McGovern	24/7	074 9320540	Buncrana_DS@Garda.ie
Milford	Superintendent David Kelly	24/7	074 9153060	Milford_DS@Garda.ie
Emergency		24/7	112 or 999	
Crimestoppers Freephone		24/7	1800 250025	
Garda Confidential Line		24/7	1800 666111	
Traffic Watch		24/7	1890 205805	

1) Community Policing

Providing visible, responsive policing services tailored to community needs

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

1.1 Engaging with Communities (Inc. JPC Engagement)	
Work with our Joint Policing Committee (JPC), Community Groups (Neighbourhood Watch, Community Alert, Business Watch, Hospital Watch etc.) and other fora to identify local community needs and to ensure appropriate policing responses.	
Activities	Outcomes
<ol style="list-style-type: none"> In co-operation with the County Donegal JPC, develop strategies to make major events in the Donegal Division, in particular the Donegal International Rally, safer Ensure that steps are taken to ensure that either a Community Alert or Neighbourhood Watch scheme is in operation in every area in the Donegal Division Support and enhance Campus Watch at LYIT and the Killybegs Catering School 	<ul style="list-style-type: none"> Better two way engagement with the communities that we serve Higher visibility among the communities that we serve Safer major events Make An Garda Síochána in Donegal a more open organisation that listens to communities

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1.2 Effective Communications	
Develop and enhance a communication strategy which provides timely and relevant information to local media operating in Donegal Division with a view to improving public information and maximising the opportunity for using community engagement to help prevent and detect crime	
Activities	Outcomes
<ol style="list-style-type: none"> 1. Ensure sufficient staff are trained in each District to ensure that maximum use is made of the Donegal Divisional Facebook page 2. Operate regular radio slots (in both Gaeilge and English) on local radio stations operating in Donegal Division, highlighting recent crimes, crime trends and seeking public assistance in solving crime. 3. Provide information to local print media highlighting recent crimes, crime trends and seeking public assistance in solving crime. 	<ul style="list-style-type: none"> • An Garda Síochána in Donegal Division more effectively communicating with the public at all age levels. • Using effective communication as an effective tool in investigating crimes and providing crime prevention advice. • Reduced fear of crime / Increased feelings of safety

1.3 Anti-Social Behaviour, Public Order & High Visibility Policing	
Providing a visible responsive proactive policing service, targeting antisocial behaviour/public order hotspots to improve quality of life for residents and visitors	
Activities	Outcomes
<ol style="list-style-type: none"> 1. Based on local knowledge, PULSE analysis and community engagement, each District Officer will identify public order hotspots in residential areas and urban locations and ensure that uniform Gardaí are detailed to conduct beat patrols at those locations on a regular basis 2. In association with the Donegal Alcohol Forum, An Garda Síochána in Donegal Division will play its part in participating in Safer Socialising for Teenage discos 3. Gardaí will consult with local vintners to ensure that “Use your Brain” posters are displayed in all licensed premises 4. Identify public order hotspots and ensure that appropriate policing arrangements are in place to provide a safe environment for all persons 	<ul style="list-style-type: none"> • Increased interaction with local communities • Increased visibility • Providing a safer environment in which people can socialise • Reduced fear of crime / Increased feelings of safety • Prevent alcohol related incidents

Donegal Divisional Policing Plan

1.3 Engaging with minorities and other vulnerable groups (including hate crime initiatives)	
Working proactively with minority and vulnerable communities to ensure all persons requiring policing services feel comfortable accessing them, particularly those impacted by hate crimes/bias motivated crimes.	
Activities	Outcomes
<ol style="list-style-type: none"> 1. Community Gardaí will liaise with local mosques, minority representative groups and traveller representative bodies with a view to building positive relationships and encourage an environment where people are comfortable in reporting hate crime 2. Pilot the introduction of Deaf Awareness classes for Garda members in Letterkenny with a view to extending the initiative throughout the Donegal Division 3. Train members in identifying radicalism 	<ul style="list-style-type: none"> • Increased trust / Increased visibility • Increased perception that An Garda Síochána treats people equally • Increased awareness of persons with disabilities • In association with minority communities, effectively identify radicalism

1.4 Children and Young People	
Engage with and support young people, providing guidance to keep them safe	
Activities	Outcomes
<ol style="list-style-type: none"> 1. Identify individuals suitable to participate in the PEACE IV Diversionary Peace Project aimed at young people aged between 13 and 18 and young adults aged between 18 and 24, particularly in border areas, who are at risk of anti-social behaviour and or dissident activity 2. Participate in delivery of Pro-social driving scheme in secondary schools 3. Conduct joint awareness workshops in association with TUSLA 	<ul style="list-style-type: none"> • Increased trust • Improved perception of An Garda Síochána as: • Helpful & Community focussed • Managing crime locally & nationally • Preventing anti-social behaviour among young people

Donegal Divisional Policing Plan

<ol style="list-style-type: none"> 4. Participate in quarterly meetings at senior management level between An Garda Síochána and TUSLA 5. In consultation with CYPSC (Children and Young Persons Services Committee), engage with the Courts Service, Donegal Youth Service, Probation Service and Domestic Violence organisation on the publication of a booklet for children attending Court. 6. In consultation with CYPSC, produce a protocol document for young persons attending Court in Domestic Violence cases. 	<ul style="list-style-type: none"> • Improved understanding among Garda members on the role of TUSLA in child protection • Effective working relationships between An Garda Síochána and TUSLA
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1.5 National Drug Strategy	
Ensure that drug use, and the various societal problems associated with drug use, are minimised in Donegal Division	
Activities	Outcomes
<ol style="list-style-type: none"> 1. An Garda Síochána will now review the operation of the “Say No to Illegal Drugs” scheme, seek to increase awareness through Facebook and promote the initiative 2. Examine the feasibility of establishing dedicated Drugs Units in each District in Donegal Division 	<ul style="list-style-type: none"> • Minimise supply of drugs in Donegal in accordance with obligations under the National Drugs Strategy 2017-2025 • Ensure An Garda Síochána in Donegal have adequate capacity to deal with drug related issues • Increased education of people in the dangers associated with drugs

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	

Donegal Divisional Policing Plan

2.1 Investigation and Detection (Burglary, Robbery, Assault and Volume Crime)	
A comprehensive approach to all aspects of crime investigation and detection, delivering improved investigative outcomes	
Activities	Outcomes
<ol style="list-style-type: none"> 1. Minimise the opportunity for prolific offenders to use vehicles in the commission of offences by tasking Roads Policing Units to target prolific offenders 2. Crime Prevention Officer to issue targeted crime prevention advice depending on crime trends 3. Analyse crime trends and prepare effective strategies for dealing with increases in specific crime categories 4. Managing crime, including undetected crime, utilising the Performance and Accountability Framework 5. Identifying and addressing reasons for non-detection of incidents 6. Ensuring mandatory investigative actions are completed by ensuring that systems are in place in each District to monitor investigations 7. Ensuring bail and curfew compliance 8. Appoint SAOR Case managers for all Level 1 & 2 Operation Thor targets 9. Consult with vintners to ensure that "Use your Brain" posters are displayed in all licensed premises 10. Regular updates on property recovered to be uploaded to Divisional Facebook page 	<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

2.2 Crime Prevention	
Reduce the incidence of crime through education, awareness and community collaboration	
Activities	Outcomes
<ol style="list-style-type: none"> 1. In association with Donegal Joint Policing Committee, implement the roll out of Property Marking machines in Donegal Division 2. Conduct targeted crime prevention campaigns using local media to target emerging crime trends 	<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 visibility

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<ol style="list-style-type: none"> 3. Engage with farming community in association with Agricultural Advisers 4. Implement National Crime Prevention & Reduction Strategy initiatives 5. Continue to support Text Alert in Donegal Division 6. Implement National Crime Prevention & Reduction Strategy initiatives as communicated by CEPS 	<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
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2.3 Controlled Drugs	
Enforcement of drugs legislation, focussed on the sale and supply of controlled drugs	
Activities	Outcomes
<ol style="list-style-type: none"> 1. Assess feasibility of establishing a dedicated Drugs unit in each Garda District in Donegal Division 2. [REDACTED] 3. Liaise with Customs on developing joint Drugs operations in the Donegal Division 	<ul style="list-style-type: none"> • Increased focus on drugs and drug related crime in the Donegal Division

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

2.5 Criminal Intelligence (Including CHIS)* <Redact from published plans>
[REDACTED]

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Activities	Outcomes
	<ul style="list-style-type: none"> ■ [REDACTED] ■ [REDACTED] ■ [REDACTED]

2.6 Offender Management & Recidivism (including Child Diversion & SAOR)	
A reduction in offending through the effective implementation of SAOR and Child Diversion policies	
Activities	Outcomes
<ol style="list-style-type: none"> 1. Criminal Intelligence Officers to identify primary recidivist criminals operating in Donegal Division 2. SAOR Case Manager to be appointed for each Level 1 and Level 2 target 	<ul style="list-style-type: none"> • Reduced recidivism • Reduced fear of crime / Increased feelings of safety • Improved perception of An Garda Síochána as: <ul style="list-style-type: none"> ○ Managing crime locally & nationally

2.7 Victim Support	
Providing a responsive service to victims of crime, keeping all victims up to date on investigations, complying with both Garda victims policy and the Victims Act	
Activities	Outcomes
<ol style="list-style-type: none"> 1. Provide an information pack to all victims of sexual offences in the Donegal Division 2. We will increase the proportion of completed victim assessments which are made within 3 days of 	<ul style="list-style-type: none"> • Increased empathy for victims of sexual offences • Ensuring that victims of sexual offences are well informed of the

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reporting to 85%	various supports that are available to them <ul style="list-style-type: none"> • Ensuring that victims of crime are aware of how their complaint will be investigated by An Garda Síochána • Reduced fear of crime / Increased feelings of safety
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2.8 Missing Persons	
Effective management of all missing persons cases in compliance with Garda policy	
Activities	Outcomes
1. Each District Officer will review all missing person incidents to ensure all investigative avenues have been pursued.	<ul style="list-style-type: none"> • All Missing Person incidents reviewed by District officer within permitted timeframes.

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
1. We will conduct a pilot in Letterkenny District where a dedicated Garda member, other than the investigating member, will be responsible for personally calling to all victims of domestic violence after they have made their complaint. These visits will be recorded on the victim engagement screen.	<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

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<ol style="list-style-type: none"> 2. As part of the pilot, the dedicated Garda will also liaise with domestic violence support services to ensure that all victims of domestic violence are aware of Garda services. 3. In the other three Districts in Donegal Division, In-Person victim call-backs will be made to a minimum of 40% of victims of domestic abuse. These visits will be recorded on the victim engagement screen. 	<ul style="list-style-type: none"> • Increased perception that An Garda Síochána treats people equally • Reduced fear of crime / Increased feelings of safety
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2.10 Sexual Offences	
Provision of an empathetic responsive service to all victims of sexual crime, in line with relevant Garda policy and legislation	
Activities	Outcomes
<ol style="list-style-type: none"> 1. Prepare for the establishment of a Divisional Protective Services Unit (DPSU) in Donegal Division 2. Source suitable accommodation for DPSU 	<ul style="list-style-type: none"> • Increased reporting of sexual offences • Highest possible standard of investigation of Sexual offences • Reduced fear of crime / Increased feelings of safety

2.11 Roads Enforcement Activities (including the National Roads Policing Operations Plan)	
Reduce collisions, road deaths and serious injuries through enforcement of key lifesaver offences (speeding, drink driving, seatbelt and mobile phone offences) and relevant legislation.	
Activities	Outcomes
<ol style="list-style-type: none"> 1. A reduction in the FCN recording delay to less than 16 days on average per month for manually issued FCN records 2. Increase lifesaver offence detections 3. Increase MIT breath tests performed 4. Implement National Roads Policing Operations Plan 5. Examine the feasibility of establishing a Roads Policing unit in Milford Garda District. 	<ul style="list-style-type: none"> • Safer Roads, reduced road deaths and serious injuries • Increased feelings of safety on roads in Donegal • Increased visibility

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2.12 Road Safety Education & Awareness	
Ensure Road users in Donegal are aware of the requirement to drive safely and be considerate of other road users	
Activities	Outcomes
<ol style="list-style-type: none"> 1. In association with Donegal County Council, develop an updated Road Safety video for secondary school students 2. Continued participation with the Donegal Road Safety Working Group to develop multi-agency solutions to road traffic risks 3. Consult with operators of “diffing” venues which operate on private property during the Donegal International Rally to re-inforce the road safety message and to prevent dangerous driving on Donegal’s roads 4. Conduct Multi Agency checkpoints with various State agencies 5. Continue to participate in the annual Road Safety Roadshow aimed at secondary students. 	<ul style="list-style-type: none"> • Better education of road users in Donegal • Better driver behaviour on roads of Donegal • Safer roads

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] ■ [Redacted]

Donegal Divisional Policing Plan

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

3.3 Major Emergency Management	
[Redacted]	
[Redacted]	
Activities	Outcomes
<ul style="list-style-type: none"> [Redacted] [Redacted] [Redacted] [Redacted] ■ [Redacted] ■ [Redacted] ■ [Redacted] ■ [Redacted] 	<ul style="list-style-type: none"> [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>Inspection and reviews in line with Garda policy on 59/2014 will be conducted in the following areas</p> <p>Q2</p> <ul style="list-style-type: none"> • PULSE Prisoner log data quality and Custody Record entries • Submission of DNA samples to FSI • All assault files completed <p>Q3</p> <ul style="list-style-type: none"> • Inspection of Official transport and relevant records • Recording of Victim engagement for domestic violence incidents • Letters to victims on final decision of investigation <p>Q4</p> <ul style="list-style-type: none"> • Storage of Section 41 vehicles • Disposal of Items in PEMS Stores • Inspection of firearms stored in, and security of, District Armouries 	<ul style="list-style-type: none"> • Better governance • Better management of risk • Increased perception that An Garda Síochána is well managed

4.2 Risk Management

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

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Activities	Outcomes
<ol style="list-style-type: none"> 1 Ensure the ongoing, dynamic management of all risks within the Donegal Division, engaging relevant stakeholders. 2 Undertake a review of the risk register in line with the development and evaluation of the annual Policing Plan. 3 Ensure all risk registers are submitted on a quarterly basis in compliance with risk management policy and procedures. 	<ul style="list-style-type: none"> • Effective identification of risks and taking steps to mitigate risk

4.4 Data Quality	
Engaging in activities to support an improvement in organisational data quality	
Activities	Outcomes
<ol style="list-style-type: none"> 1 Identify aspects of data quality per quarter for review in line with Garda policy per HQ Directive 59/2014 2 District Officers to identify staff member with responsibility for Governance issues including District Policing Plan, District Risk Register, Inspections and reviews in line with Garda policy per HQ Directive 59/2014 and Data Quality 	<ul style="list-style-type: none"> • Enhanced Data Quality • Greater emphasis on all aspects of governance • Increased perception that An Garda Síochána is well managed • Formalised governance structures in Donegal Division

4.6 Estate Management / Station Upkeep	
Ensure that the existing stock of Garda buildings in the Donegal provide a safe working environment and identify strategic areas for improvement.	
Activities	Outcomes

Donegal Divisional Policing Plan

<ol style="list-style-type: none">1 A major refurbishment of Donegal Town Garda Station will commence in April 2019. Estimated time for completion of project is 18 months. During that time, Gardaí in Donegal Town will operate from temporary accommodation at the old Revenue building, Quay Street, Donegal Town.2 Plan for the future proofing of Letterkenny Garda Station for the long term in order to ensure that it remains fit for purpose, in particular, review the accessibility of Letterkenny Garda Station for persons with disabilities and make recommendations to OPW on how the station can be improved	<ul style="list-style-type: none">• Best possible working environment for all employees• Identify key projects where value for money upgrades can be provided• Improved perception of An Garda Síochána as well managed
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5) Our People: Our Greatest Resource

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

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

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

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

Activities	Outcomes
<ol style="list-style-type: none"> 1 Monitor PALF engagement at a Divisional level to ensure that the maximum benefit is being gained from the PALF process 2 Managers effectively manage the PALF process throughout the year 	<ul style="list-style-type: none"> • Effective PALF goals for all members which will assist in meeting Divisional and District Policing Plan objectives • Improved perception of An Garda Síochána as well managed • Increased trust

5.2 Health and Safety Compliance & Promotion

Providing a safe working environment for all Garda personnel in Donegal Division

Activities	Outcomes
<ol style="list-style-type: none"> 1. Raise members awareness regarding 6 C's first responders safety principals (Contact, Cover, Confirm, Civilians, Colleagues, Contain) per HQ Directive 31/17 2. Review safety statements in each Garda station 	<ul style="list-style-type: none"> • Improved member safety

5.3 Absence Management and Employee Wellness

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Investing in the physical and mental wellness of our people	
Activities	Outcomes
<ol style="list-style-type: none"> 1. Civilianisation of suitable roles to maximise available Garda personnel 2. Reallocation of personnel to policing duties upon allocation of suitably trained Garda staff 	<ul style="list-style-type: none"> • Increased visibility • Better utilisation of available Garda Reserves

5.4 Civilianisation	
Identification of roles suitable for civilianisation and reallocation of personnel to operational policing duties	
Activities	Outcomes
<ol style="list-style-type: none"> 1 Civilianisation of suitable roles to maximise available Garda personnel 2 Reallocation of personnel to policing duties upon allocation of Garda staff 	<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	
Maximise the use of Garda Reserves to supplement existing Garda resources during times of peak demand	
Activities	Outcomes

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<ol style="list-style-type: none"> 1. Each District to review the utilisation all Garda Reserves to ensure that they are being deployed to maximum effect 	<ul style="list-style-type: none"> • Better utilisation of available Garda Reserves • Reduced fear of crime / Increased feelings of safety • Increased visibility
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5.6 Training Initiatives	
Ensure that all personnel are suitably trained to allow them to perform their jobs well	
Activities	Outcomes
<ol style="list-style-type: none"> 1. Completion of online youth referral e-learning course 2. Roll out of CPD Core Programme 3. Recommencement of Level 2 Interview Training 4. Conduct Basic and Refresher Public Order Training 5. Conduct Method-of-Entry training 6. Irish language training for members attached to Gaeltacht stations 	<ul style="list-style-type: none"> • Increased engagement with personnel • A better skilled workforce

5.7 Reducing Complaints / GSOC Local initiative	
Minimise number of complaints to GSOC through improved customer service	
Activities	Outcomes
<ol style="list-style-type: none"> 1. Appoint Divisional Inspector with responsibility for introduction of Local Intervention Initiative 2. Review all complaints in 2017 and 2018 to identify any patterns of behaviour which can be addressed through improved training. 	<ul style="list-style-type: none"> • Reduction in number of complaints

6) A Human Rights Foundation

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

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

6.1 Ethics and Human Rights Initiatives	
Ensure that Ethics are at the core of all Garda activities in the Donegal Division	
Activities	Outcomes
<ol style="list-style-type: none"> 1. 100% personnel offered ethics training 2. 95% of members to have completed ethics training 3. 100% of personnel trained to have signed the code of ethics 	<ul style="list-style-type: none"> • Increased trust • Decrease in number of complaints

Garda Code of Ethics Commitments

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

Duty to Uphold the Law

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

Honesty & Integrity

I will be honest and will act with integrity.

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

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

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

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

Respect & Equality

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

I will treat people with courtesy and respect.

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

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

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

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

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

Examples of Wrongful Reasons for Discrimination

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

Authority & Responsibility

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

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

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

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

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

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

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

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

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

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

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

Police Powers

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

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

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

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

Information & Privacy

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

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

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

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

Transparency & Communication

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

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

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

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

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

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

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

Speaking Up & Reporting Wrongdoing

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

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

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

Additional Commitments of Managers

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

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

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

Leadership

I will contribute to a positive and healthy working environment.

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

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

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

Additional Commitments of Managers

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

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

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

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

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