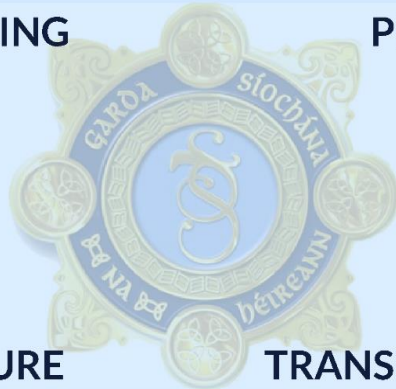


AN GARDA SÍOCHÁNA

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

Galway Divisional Policing Plan 2019

Divisional Policing Plan

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An Garda Síochána Strategy 2019 – 2021:

Our Mission - Keeping People Safe

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 Officer's Foreword

I am pleased to present the Policing Plan 2019 for the Galway Garda Division, which sets out the policing priorities for the current year. This demonstrates how we in An Garda Síochána are changing for the better through collaboration, modernisation and renewal. As in previous years, the Policing Plan is based on feedback from the community, internal and external stakeholders, including the Minister for Justice & Equality. It is also informed by the Garda Síochána Mission and Strategy Statement 2019-2021; ministerial directives; resource capacity; the work of Joint Policing Committees; crime data analysis and research into best practise in strategic planning internationally. However, this year it also embraces the many developments and initiatives taking place under the Policing Service for the Future and relevant aspects of the five-year Modernisation and Renewal Programme.

The Protected Services Bureau was launched in the Galway Division on the 1st of February 2019, which will provide a consistent and professional approach to the investigation of domestic and sexual crimes in Co. Galway. The Divisional Policing Model commenced on the 25th of February 2019 in the Galway Division with the aim of increasing visibility to enable greater community engagement and promote public safety, professionalise services to support operational policing and improve performance and accountability by strengthening governance, leadership and supervision. The Galway Divisional Policing Model encompasses the Galway Community Engagement Hub, Ballinasloe/Tuam Community Engagement Hub, Salthill/Clifden Community Engagement Hub, Loughrea Community Engagement Hub, Governance Hub, Crime Hub and Administration Hub. The Western/Northern Regional Command and Control Centre was also launched in the Western Region Garda Headquarters, Murrough on the 5th of March 2019. For 2019 our focus will be on five key areas: Community Policing, Protecting People, A Secure Ireland, Transforming Our Service and Our People: Our Greatest Resource.

Community Policing: *Working with and being a part of the community is one of our major strengths. Committed and active collaboration will build on that strength to continue to protect and support communities. Fear of crime will be addressed through prevention, high visibility policing, victim support, and providing professional, technology enabled investigations. Online engagement with communities through a variety of different media channels will be improved. Our model of community policing will be enhanced to deliver the style and type of policing that shows our commitment to prevent crime, making communities safer, and addressing the policing challenges of each community.*

Protecting People: *Preventing crime against persons and property is, and continues to be, the number one policing priority of An Garda Síochána. The focus of our operations will be on high visibility patrolling, targeting criminals and preventing crime from happening. We are committed to addressing criminal activity at all levels of society together with increasing victim satisfaction and the reporting of sexual crimes. We will proactively pursue those involved in organised crime groups and continue our successful record of co-operation to combat international crime.*

Divisional Policing Plan

Working in partnership with other agencies and with the public, road deaths and serious collisions will be a policing priority. Our work will continue to ensure that Ireland has the safest roads possible. These objectives will be achieved through high visibility enforcement, conducting collision analysis and implementing roads policing operations. New measures will be explored with partner agencies in relation to driver compliance and the promotion of a safe and crime-free road network. The use of technology will be enhanced to continue to deprive criminals of the use of the road network, and develop our policing capabilities.

A Secure Ireland: *An Garda Síochána will continue to innovate to protect the State from current and emerging security related challenges. This will include tackling terrorist groups and their finances through targeted operations; enhancing our intelligence systems to better inform decision making; strengthening our relationships with national and international security and law enforcement partners; and engaging with external agencies and groups to enhance our understanding of threats to national and international security. We will also augment our ability to prevent and respond to cyber security threats.*

Transforming Our Service: *The launch of the Modernisation and Renewal Programme in 2016 saw An Garda Síochána embark on a major change journey. In 2019 we will build on our successes, and continue to improve the organisations capacity and performance in the Report of the Commission on the Future of Policing in Ireland.*

Our People: Our Greatest Resource: *An Garda Síochána will engage, support and listen to our people, providing continuous professional development. An Garda Síochána, Galway has a well-established tradition of working closely with the communities all across the county and hopes to positively enhance existing relationships and foster new collaborations in the future. I believe that the achievement of this objective will be greatly facilitated by the current programme of renewal and modernisation and the implementation of the Code of Ethics for An Garda Síochána. Ethical intelligence is an innate characteristic which is vital to all those working in An Garda Síochána. The Code of Ethics has been prepared by the Policing Authority in accordance with the Garda Síochána Act 2005. It sets out guiding principles to inform and guide the actions of every member of staff at every level of the organisation. It sets out, on an individual basis, each of the nine standards of conduct and practice for everyone in the Garda Síochána.*

These nine specified Ethical Standards and Commitments are as follows:

- *Honesty and Integrity*
- *Respect and Equality*
- *Authority and Responsibility*
- *Police Powers*
- *Information and Privacy*
- *Transparency and Communication*

Divisional Policing Plan

- *Speaking Up and Reporting Wrongdoing*
- *Leadership*

This Code of Ethics stipulates that every individual who works in An Garda Síochána is ultimately responsible for his or her own behaviour and is required to be ethically aware in all interactions. A true commitment to and adoption of this code is crucial to An Garda Síochána in its efforts going forward to ensure that we “deliver professional policing and security services with the trust, confidence and support of the people we serve”. This Mission Statement epitomises the overarching role of An Garda Síochána not only in the Galway Division but on a national scale. 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.

2019 will be a very exciting year for the Galway Garda Division, given the initiatives that have been launched in the Division to improve and enhance the services we provide to the people of Galway. Last year and into 2019r has also seen the occupation of the new 11,200m² Garda Regional Headquarters based at Murrough, Renmore, Galway.

The dedication and commitment of Garda Síochána personnel is key to modernising, renewing and professionalising An Garda Síochána to become a world class policing and security service. Our people will be provided with the right tools, guidance and support, appropriate training and development, and the leadership to do their jobs effectively.

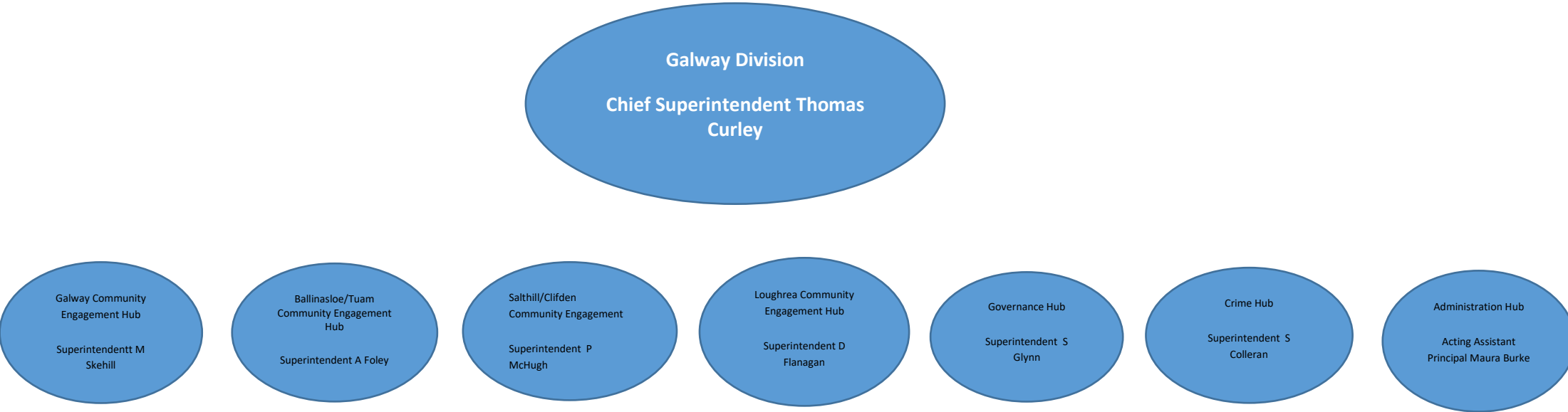
The initiatives outlined in our 2019 Policing Plan will make a real difference to the communities we serve.

I intend to deliver on the targets set out in this ambitious Policing Plan for the Galway Division. Together, with our partners, through the commitment of my force and ultimately with the support and co-operation of the communities we serve, we will ensure that the Galway Garda Division continues to be a safe place to live, conduct business and to visit.

Thomas Curley
Chief Superintendent

Divisional Policing Plan

Our People & Organisation



Divisional Policing Plan

Stations within the Division

Hubs	Superintendent	Station	Telephone
Galway Community Engagement Hub	Superintendent Marie Skehill	Galway	091 538008
Ballinasloe/Tuam Community Engagement Hub	Superintendent Aidan Foley	Ballinasloe	09096 31897
Salthill/Clifden Community Engagement Hub	Superintendent Pat McHugh	Salthill	091 514728
Loughrea Community Engagement Hub	Superintendent Damien Flanagan	Loughrea	091 842877
Governance Hub	Superintendent Séan Glynn	Western Region Garda Headquarters	091 336935
Crime Hub	Superintendent Séan Colleran	Western Region Garda Headquarters	091 337223
Administration Hub	Acting Assistant Principal Maura Burke	Western Region Garda Headquarters	091 337386

Divisional Policing Plan

1) Community Policing

Providing visible, responsive policing services tailored to community needs

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

1.1 Engaging with Communities (Inc. JPC Engagement)	
Work with our Joint Policing Committee (JPC), Community Groups (Neighbourhood Watch, Community Alert, Business Watch, Hospital Watch etc.) and other fora to identify local community needs and to ensure appropriate policing responses.	
Activities	Outcomes
<ol style="list-style-type: none"> 1. Consultation process with internal and external stakeholders – submissions invited from same. 2. Review of the Garda Public Attitudes Survey for 2018 and submissions from members of the public forwarded to the relevant Superintendents in the Community Engagement Hubs. 3. Ongoing engagement and consultation with City and County Joint Policing Committee's via quarterly meetings and regular sub committee engagement. 4. Utilising the Performance, Accountability, and Learning Framework (PALF) to enhance the contribution of each Garda member to community engagement. 5. Business Case forwarded for allocation of personnel to implement the National Community Policing Framework. 6. Enhanced services to victims of crime via the Divisional Victims Services Office. 7. Superintendent Community Engagement Hub of Loughrea appointed to oversee and monitor compliance with the National Victims Charter. 8. Enhanced use of the Western Region Facebook Page and Social Media outlets for disseminating information to the public. 	<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

Divisional Policing Plan

1.2 Anti-Social Behaviour, Public Order & High Visibility Policing	
Providing a visible responsive proactive policing service, targeting antisocial behaviour/public order hotspots to improve quality of life for residents and visitors	
Activities	Outcomes
<ol style="list-style-type: none"> 1. Increase the number of High Visibility Foot Patrols in areas identified by data analysis making full use of available resources including the Garda Reserve. 2. Ensure that the overlap of operational units that is provided by the current working roster will be maximised to its full potential. 3. Targeted beats for anti-social behaviour in the Division as a result of analysis by the Garda Síochána Analyst Service, following which superintendents will be directed to deploy appropriate resources during the relevant times identified. 4. The identification and prosecution of offenders, including the proactive use of Fixed Charged Notices for public order offences. 	<ul style="list-style-type: none"> • Increased trust. • Improve perception of An Garda Síochána as: <ul style="list-style-type: none"> ○ Helpful & Community focussed ○ Managing crime locally & nationally • Reduced fear of crime / Increased feelings of safety • Increased visibility

1.3 Engaging with minorities and other vulnerable groups (including hate crime initiatives)	
Working proactively with minority and vulnerable communities to ensure all persons requiring policing services feel comfortable accessing them, particularly those impacted by hate crimes/bias motivated crimes.	
Activities	Outcomes
<ol style="list-style-type: none"> 1. Quarterly meetings between Superintendents of the Community Engagement Hubs and representatives from local ethnic minority groups. 2. Ensuring each Community Engagement hub has an adequate number of appointed ethnic liaison officers. 3. Maintain our engagement with Older Persons and Vulnerable Persons of the Community. 4. Ensuring each Community Engagement Hub maintains and updates the Elderly Register. 5. Hate Crime Initiatives – Each Community Engagement Hub to conduct one hate crime initiative per quarter. 6. Encourage victims of Hate Crime to come forward to report such Incidents. 7. Utilising the Community Engagement Hubs to build trust and confidence with minority groups by promoting interaction, collaboration, reassurance and exchange with all strands of diversity in the Galway Division. 	<ul style="list-style-type: none"> • Increased satisfaction /An Garda Síochána: listens/responds to community concerns • Increased trust / Increased visibility • Increased perception that An Garda Síochána treats people equally • Improve perception of An Garda Síochána as Managing crime locally & nationally • Reduced fear of crime / Increased feelings of safety

Divisional Policing Plan

1.4 Children and Young People	
Engage with and support young people, providing guidance to keep them safe	
Activities	Outcomes
<ol style="list-style-type: none"> 1. Continue the scheduling of the Garda Síochána Schools Programme (Primary) and Transition Year Programme throughout the Galway Division in conjunction with Continuous Professional Development. 2. Conduct a review in the Division to establish training needs and any gaps identified will be addressed. 3. Continued engagement with Community and State funded youth groups. 4. Tackling Youth Crime in conjunction with our criminal justice partner agencies. 5. Continue the Garda Divisional Youth Awards Scheme in 2019. 	<ul style="list-style-type: none"> • Increased satisfaction with An Garda Síochána: • Increased trust • Improved perception of An Garda Síochána as: <ul style="list-style-type: none"> ○ Helpful & Community focussed ○ Managing crime locally & nationally • Reduced fear of crime / Increased feelings of safety

1.5 National Drug Strategy	
To respond to the needs of drug users and family members who are experiencing drug related intimidation	
Activities	Outcomes
<ol style="list-style-type: none"> 1. To provide support and guidance to drugs users and family members who are experiencing drug related intimidation. 2. Divisional Detective Inspector is the nominated Inspector in charge of drug related intimidation for the Galway Division. 	<ul style="list-style-type: none"> • 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 • Reduced fear of crime / Increased feelings of safety

Divisional Policing Plan

2) Protecting People

Protecting people from crime and from injury on our roads

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

Incidences of crime	↓	Fear of Crime	↓	Road deaths and injuries	↓
Crime Detections	↑	Victim Satisfaction	↑	Key Lifesaver Offence detections	↑
Perception of crime as a very serious or serious problem	↓	Satisfaction that AGS listens to and response to community concerns	↑	Perception that An Garda Síochána is managing crime nationally	↑
Standard of investigations	↑	Garda visibility	↑	Legislative compliance	↑

2.1 Investigation and Detection (Burglary, Robbery, Assault and Volume Crime)

A comprehensive approach to all aspects of crime investigation and detection, delivering improved investigative outcomes

Activities	Outcomes
<ol style="list-style-type: none"> Managing crime utilising the Performance and Accountability Framework by ensuring that requisite staff are appointed with sufficient training in each Divisional Hub. Engaging with regional crime management structures through consultation with the Divisional Crime Superintendent and Regional Detective Superintendent and Divisional Crime Resources via monthly crime meetings. Periodic reviewing of undetected crime in the Community Engagement and Crime Hubs. Identifying and addressing reasons for non-detection of incidents – Periodic review by Superintendents in Community Engagement and Crime Hubs. Ensuring mandatory investigative actions are completed, supervised accordingly and monitored in each Community Engagement and Crime Hub with oversight provided by the Governance Hub. Enhancing the use of Crime Scene Investigation unit and ensuring sufficient resources and training is available to the Divisional Scenes of Crime Unit. Ensuring bail and curfew compliance through the effective monitoring of THOR targets in the Division. Improving our Strategic Approach to Offender Recidivism (SAOR) within the Galway Division. Utilising forensic evidence, by ensuring processes are in place in the Community Engagement and Crime Hubs, in respect of the taking of Forensic DNA Samples and Fingerprints and ensuring all samples are forwarded to the Forensic Science Laboratory. Increase the number of fingerprints taken under Section 	<ul style="list-style-type: none"> Increased satisfaction with An Garda Síochána Increased trust Increased perception that An Garda Síochána treats people equally Improved perception of An Garda Síochána as managing crime locally & nationally Reduced fear of crime / Increased feelings of safety Increased visibility Better standard of crime investigations/ investigation files Reduce the incidents of crimes

Divisional Policing Plan

<p>28 of the Criminal Justice Act 1984 and ensuring all fingerprint and DNA hits are actioned and followed up.</p> <p>10. Utilising CCTV evidence – Each Community Engagement Hub to compile a template of all CCTV locations to assist in investigations and improve detections.</p> <p>11. The Galway Division will support and implement the national assault reduction plan initiative.</p> <p>12. Leveraging the benefits of crime analyst services by identifying crime trends and hot spots to ensure the effective deployment of resources to combat same.</p>	
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2.2 Crime Prevention	
Reduce the incidence of crime through education, awareness and community collaboration	
Activities	Outcomes
<ol style="list-style-type: none"> 1. A number of Crime Prevention days to be held in the Galway Division, quarterly during 2019 under the following crime prevention themes: Lock up/Light Up, Farm Security & Rural Crime, Business Watch, Cyber Security, Campus Watch and Assaults and Anti-Social Behaviour. 2. Full use will be made of established links with print and broadcast media, social media to disseminate crime prevention advice. 3. The Galway Division will support the Implementation of the National Crime Prevention & Reduction Strategy. 	<ul style="list-style-type: none"> • Reduced fear of crime / Increased feelings of safety • Increased trust • Increased visibility • Improved perception of An Garda Síochána as: <ul style="list-style-type: none"> ○ Helpful & Community focussed ○ Managing crime locally & nationally

Divisional Policing Plan

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. Increase the number of Section 23 Searches under the Misuse of Drugs Act in the Division by utilising both uniform and plain clothes personnel in the Community Engagement and Crime Hubs. 2. Target known drug dealers through intelligence led operations in the Community Engagement Hubs, supported by the dedicated and specialised Divisional Drugs Unit, Ensure regular Crime meetings. 3. Utilising the Performance, Accountability, and Learning Framework (PALF) to enhance the contribution of each Garda member to combat the possession and sale and supply of controlled drugs. 	<ul style="list-style-type: none"> • Improved perception of An Garda Síochána as managing crime locally & nationally • Reduced fear of crime / Increased feelings of safety • Increased visibility • Increased Section 23 Searches under Misuse of Drugs Act

2.4 Organised Crime (including firearms offences, Human Trafficking and European Arrest Warrants)	
Effective targeting, intelligence gathering and interdiction of OCG members living and operating within the District	
Activities	Outcomes
	<ul style="list-style-type: none"> • Reduced fear of crime / Increased feelings of safety • Improved perception of An Garda Síochána as: <ul style="list-style-type: none"> ○ Helpful & Community focussed ○ Managing crime locally & nationally • Increased trust • More focused approach on Human Trafficking and related activities

2.5 Criminal Intelligence (Including CHIS)*
Maximise the gathering, analysis and use of criminal intelligence to tackle crime

Divisional Policing Plan

Activities	Outcomes
	<ul style="list-style-type: none"> • Reduced fear of crime / Increased feelings of safety • Increased awareness of CHIS with the consequent effect of increased referrals

2.6 Offender Management & Recidivism (including Child Diversion & SAOR)	
A reduction in offending through the effective implementation of SAOR and Child Diversion policies	
Activities	Outcomes
<ol style="list-style-type: none"> 1. Working with criminal justice partners to reduce offending through the effective implementation of SAOR and Child Diversion Policies. 2. Improving our Strategic Approach to Offender Recidivism (SAOR) within the Galway Division. 3. The continued assignment of case managers and juvenile case managers to repeat volume crime offenders (incl Thor targets) to reduce crime and to address recidivism. 4. Oversee the management of the Juvenile Diversion Programme and maintain close contact with the Director, Juvenile & Youth Affairs. 	<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 • Improved management of the Juvenile Diversion Programme

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

Divisional Policing Plan

Activities	Outcomes
<ol style="list-style-type: none"> 1. Ensuring the provisions of the Criminal Justice (Victims of Crime) Act 2017 and Garda Policy concerning victims of crime are fully implemented by all Garda Staff in the Galway Division. 2. Enhanced services to victims of crime via the Divisional Victims Services Office. 3. Ensuring the accurate and timely recording of all victim interaction on Pulse in accordance with Garda Policy. 4. Ensuring the completion of victim assessments within 3 days of reporting for 85% of incidents. 	<ul style="list-style-type: none"> • Increased trust • Increased victim satisfaction • Increased satisfaction with An Garda Síochána: <ul style="list-style-type: none"> ○ Listens/responds to community concerns • Increased perception that An Garda Síochána treats people equally • Increased feelings of safety

2.8 Missing Persons	
Effective management of all missing persons cases in compliance with Garda policy	
Activities	Outcomes
<ol style="list-style-type: none"> 1. Ensure compliance with HQ Directives and Garda Policy in relation to reported Missing Persons. 2. Each Superintendent in the Community Engagement Hubs to review all Missing Persons cases in line with Policy timeframes. 	<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 An Garda Síochána is well managed

2.9 Domestic Abuse
Provision of an empathetic responsive service to all victims of domestic abuse, in line with relevant Garda policy and legislation

Divisional Policing Plan

Activities	Outcomes
<ol style="list-style-type: none"> 1. Providing in person call-backs to domestic violence victims within 7 days of the incident occurring and ensure details of the call back are recorded on Pulse in the victim engagement screen. 2. Ensuring sufficient Garda Staff in the Galway Division attend briefings in the Garda College in respect of Domestic Abuse Policy and the new Domestic Violence Act 2018. 3. Nominated Inspector in the Division allocated Domestic Violence Portfolio. 4. Ongoing collaboration with other agencies and stakeholders supporting domestic violence initiatives. 	<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 • Increased feelings of safety • Increased Victim Satisfaction

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. Divisional Protective Services Bureau established on the 01/02/2019 which will provide a consistent and professional approach to the investigation of domestic and sexual crimes in Co Galway. 2. All reported sexual offence incidents will be monitored periodically (monthly and quarterly as appropriate) by the Divisional Officer in order to ensure all such cases are receiving the appropriate resources and attention. 3. Superintendents in the Community Engagement and Crime Hubs will continue to monitor all such cases using the PAF framework. 	<ul style="list-style-type: none"> • Increased reporting of sexual offences • Increased trust • Increased perception that An Garda Síochána treats people equally • Increased reality that all victims of Sexual Abuse are properly treated

2.11 Roads Enforcement Activities (including the National Roads Policing Operations Plan)

Divisional Policing 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.	
Activities	Outcomes
<ol style="list-style-type: none"> 1. Continue to place emphasis on the detection of lifesaver offences in the Galway Division. 2. Continue to place emphasis on MIT breath tests performed in the Galway Division. 3. Implement National Roads Policing Operations Plan, including high visibility across the Division by aligning National Traffic policy with Divisional Operations. 4. Increased shared checkpoint schedule between the Roads Policing Unit, Regular Unit and other Specialist Units. 5. Increased enforcement of Drug Driving testing in line with current legislation. 6. Participation in multi-agency checkpoints. 7. A commitment to reduce the average time taken between an FCPN incident occurring and the processing of the paper based FCPN notice. 	<ul style="list-style-type: none"> • Safer Roads, reduced/maintain road deaths and serious injuries • Increased satisfaction with An Garda Síochána: • Listens/responds to community concerns • Reduced fear of crime / Increased feelings of safety • Increased visibility • Increase in key lifesaver offence detections • Increased Legislative Compliance

2.12 Road Safety Education & Awareness	
Reduce collisions, road deaths and serious injuries through increased education and heightened awareness amongst vulnerable road users.	
Activities	Outcomes
<ol style="list-style-type: none"> 1. All National and Secondary Schools in the Galway Division to be visited in 2019 to raise awareness and educate in respect of Road Safety. 2. Utilise local media outlets as a means to reinforce road traffic messages. 3. Utilising the Performance, Accountability, and Learning Framework (PALF) to enhance the contribution of each Garda member to enhanced road safety and awareness. 	<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 helpful & Community focussed

Divisional Policing Plan

2.13 Event Management

All events requiring a policing presence during 2019 are covered by a comprehensive policing plan and risk assessment

Activities	Outcomes
<ol style="list-style-type: none">1. The preparation of detailed operational orders including risk assessments for all events requiring police attention. Policing Plans will take cognisance of anticipated crowds, public order trends, local intelligence and major emergency protocols.2. The Services of the Regional Health & Safety Advisor will be sought where applicable.3. The Divisional Officer to designate major events in line with Garda Policy.	<ul style="list-style-type: none">• Increased trust• Improved perception of An Garda Síochána as helpful & Community focussed• Increased visibility• Standardisation of Services

Divisional Policing Plan

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

Targeting, intelligence gathering and interdiction of subversives living and operating within the District

Activities	Outcomes
	<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 More Secure State

3.2 Border Security & Cross Border Crime

To protect State Security

Activities	Outcomes
	<ul style="list-style-type: none"> Increased perception that An Garda Síochána is well managed Reduced fear of crime / Increased feelings of safety

Divisional Policing Plan

- Improved perception of An Garda Síochána as managing crime locally and nationally

3.3 Major Emergency Management

To proactively engage with the other Principle Response Agencies in respect of Major Emergency Management in the Galway Division

Activities


Outcomes

- Improved perception of An Garda Síochána as a well-managed
- Increased trust
- Reduced fear of crime / Increased feelings of safety

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
<ol style="list-style-type: none"> 1. Divisional and Community Engagement and Crime Hubs Inspections will be conducted as provided for in HQ 59/2014. The Governance Hub, Performance and Standards will plan, co-ordinate and conduct inspections in the Division and support the introduction of the new inspection and review initiative. 	<ul style="list-style-type: none"> • Increased trust • Increased perception that An Garda Síochána is well managed • Better management of risk • Consistency of standard in Inspections and Reviews • Enhanced Data Quality

4.2 Risk Management

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

Activities	Outcomes
<ol style="list-style-type: none"> 1. Ensure the ongoing, dynamic management of all risks within the 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. Utilise organisational supports to add value to Divisional risk management. 4. Ensure all risk registers are submitted on a quarterly basis in compliance with risk management policy and procedures. 	<ul style="list-style-type: none"> • Improved perception of An Garda Síochána as well managed • Increased trust • Risks identified and actioned where necessary

Divisional Policing Plan

4.3 Financial Management	
Effective management of all spending within the Division , ensuring policing services are delivered within budget	
Activities	Outcomes
<ol style="list-style-type: none">1. Expenditure of Overtime along with Travel and Subsistence Allocations will be strictly monitored and managed in accordance with the provisions of the Garda (Finance) Code.2. The Administration Hub will maintain roster period ending records of overtime categories spends, travel and subsistence.3. All DPM Hub Leads will exercise and maintain financial prudence and report on overtime spending.	<ul style="list-style-type: none">• Increased perception that An Garda Síochána is well managed• Increased trust• Better financial management

4.4 Data Quality	
Engaging in activities to support an improvement in organisational data quality	
Activities	Outcomes
<ol style="list-style-type: none">1. Enhanced data quality by reducing the number of incidents created on Pulse after 24 hours.2. The newly established Governance Hub will continue to monitor and improve historic incidents with the status of Review/Clarification in the Galway Division.3. The newly established Governance Hub will continue to monitor and improve incidents with the status of Review/Clarification in the Galway Division.4. Utilising the Performance, Accountability, and Learning Framework (PALF) to enhance the contribution of each Garda member to data quality by setting a goal regarding GPS recording for all Indictable & Road Traffic Incidents.	<ul style="list-style-type: none">• Increased trust• Increased perception that An Garda Síochána is well managed• Enhanced Data Quality

Divisional Policing Plan

4.5 Change Projects	
Full cooperation in the Galway Division with the implementation of initiatives under the MRP and APSFF.	
Activities	Outcomes
<ol style="list-style-type: none"> 1. The Divisional Policing Model commenced on the 25th of February 2019 in the Galway Division. The vision of the Divisional Policing Model is modernised and restructured Garda divisions that operate efficiently to maximise local visibility in communities, supported by excellent professional services. This model will enhance Garda visibility in the Division to enable greater community engagement and promote public safety, will professionalise services to support operational policing and improve performance and accountability by strengthening governance, leadership and supervision. 2. Full cooperation with the Policing Service for the Future Initiatives and the relevant aspects of the Garda Modernisation and Renewal Programme. These include the Divisional Protective Services Bureau established in Galway Division in January 2019 and the Western/Northern Regional Computer Aided Dispatch systems which went live in the Galway Division on the 5th March 2019. 	<ul style="list-style-type: none"> • Increased satisfaction with An Garda Síochána: <ul style="list-style-type: none"> ◦ Listens/responds to community concerns • Increased trust • Improved perception of An Garda Síochána as: <ul style="list-style-type: none"> ◦ Helpful & Community focussed ◦ Managing crime locally & nationally • Reduced fear of crime / Increased feelings of safety • Increased visibility • Increased quality of service received at first point of contact • Delivering a Professional Service

4.6 Estate Management / Station Upkeep	
Ensuring all Garda Stations in the Galway Division are maintained to the highest of standards	
Activities	Outcomes
<ol style="list-style-type: none"> 1. Ensuring all Garda Stations in the Galway Division are maintained to the highest of standards to deliver a modern and effective police service and to support the Garda staff working in the Division. 	<ul style="list-style-type: none"> • Enhanced working environment • Improved perception of An Garda Síochána as well managed

5) Our People: Our Greatest Resource

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

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

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

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

Activities	Outcomes
<ol style="list-style-type: none"> Ensuring all members are trained in the PALF process in the Galway Division. Ensuring all managers and supervisors effectively manage the PALF process throughout the year to enhance operational performance and the implementation of the Community Engagement and Crime Hubs Policing Plans. Ensuring face to face management briefings at shift overlaps and the 15 minute briefing periods. 	<ul style="list-style-type: none"> Improved perception of An Garda Síochána as well managed Increased trust Increased quality of service delivered

5.2 Health and Safety Compliance & Promotion

To ensure compliance with Health and Safety Policy and promote safe working practices

Activities	Outcomes
<ol style="list-style-type: none"> Raise members awareness regarding 6 C's first responders safety principals in accordance with HQ Directive 31/2017 through regular briefings to minimise the risk to potential victims, and the public, by delivering a prompt and appropriate Garda response, while maximising the safety of First Responders. The services of the Regional Health & Safety Advisor will be sought where applicable. Ensuring compliance with Health and Safety Policy and the promotion of safe working practices. 	<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 feelings of safety Increased Employee engagement and wellness

Divisional Policing Plan

5.3 Absence Management and Employee Wellness

Investing in the physical and mental wellness of our people

Activities	Outcomes
<ol style="list-style-type: none"> 1. The Divisional Policing Model introduced a dedicated Administration Hub with responsibility and oversight of Human Resources for the Galway Division. 2. For the purpose of Divisional Policing Model pilot, all documentation related to sick leave absences <28 days, >28 days and Critical Illness must be forwarded to Administration Hub. These new processes will provide standardisation and efficiencies for all personnel. 3. All Garda personnel in the Division will continue to be informed and updated in respect of welfare and counselling services available. 4. Ensuring a sufficient number of Garda Peer Supporters are trained in the Galway Division. 	<ul style="list-style-type: none"> • Increased trust • Increased perception that An Garda Síochána treats people equally • Increased wellness in the workplace • Improved perception of An Garda Síochána as helpful & Staff focussed

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. The Galway Division will continue to support Project 21:21, civilianisation project. 2. Reallocation of personnel to policing duties upon allocation of Garda staff. 	<ul style="list-style-type: none"> • Increased trust • Increased perception that An Garda Síochána treats people equally and is staff focussed • Increased management of staff with support structures for allocation and re-allocation

Divisional Policing Plan

5.5 Garda Reserve Utilisation	
Increased and wider utilisation of Garda Reserves in the Galway Division	
Activities	Outcomes
<ol style="list-style-type: none">1. Ongoing liaison will be maintained with all Garda reserves concerning their availability to perform duty at major events which occur in the Division throughout the year.2. Nominated Inspector with the Garda Reserve Portfolio to conduct a review of the current deployment of the Garda Reserves in the Division.3. Nominated Inspector with the Garda Reserve Portfolio will meet each reserve personally to discuss their progress, training needs and other issues that need to be addressed.	<ul style="list-style-type: none">• Increased trust• Increased perception that An Garda Síochána treats people equally• Improved perception of An Garda Síochána as managing its resources appropriately• Reduced fear of crime / Increased feelings of safety• Increased visibility

5.6 Training Initiatives	
To ensure all Garda Staff are properly trained and upskilled to provide a modern and efficient policing service	
Activities	Outcomes
<ol style="list-style-type: none">1. Completion of online youth referral e-learning course which will provide members with information on the Youth Diversion Programme.2. Ensure all Local CPD Training initiatives are fully supported in 2019.3. All personnel in the Galway Division will be encouraged to utilise E Learning and the LMS System for the purpose of upskilling staff.4. Training needs assessment ongoing in areas such as Public Order, Official Drivers, ASP, Firearms etc.	<ul style="list-style-type: none">• Increased engagement with personnel• Increased trust• A better skilled workforce




Divisional Policing Plan

5.7 Reducing Complaints / GSOC Local initiative	
Best practise encouraged in the Galway Division	
Activities	Outcomes
<ol style="list-style-type: none"> 1. Ensure awareness of the Code of Ethics in the Galway Division. 2. Ensuring regular communication and updates with all victims of crime in the Galway Division. 3. When complaints are made, mediation to be explored where appropriate. 	<ul style="list-style-type: none"> • Increased engagement with personnel • Increased trust • A better skilled workforce • Nominated Inspector appointed for mediation purposes relating to 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	
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6.1 Ethics and Human Rights Initiatives

To ensure all Ethics and Human Rights initiatives are supported and implemented

Activities	Outcomes
<ol style="list-style-type: none"> 1. All personnel in the Galway Garda Division are required to adhere to the standards set out in the Code of Ethics at all times. 2. A commitment that all Garda staff in the Galway Division will be trained and sign the Code of Ethics. 3. All personnel in the Galway Garda Division shall respect a person's personal rights and dignity as a human being and shall not subject any person to ill treatment of any kind. 	<ul style="list-style-type: none"> • Increased trust • Increased perception that An Garda Síochána treats people equally • Reduced fear of crime / Increased feelings of safety • Perception that An Garda Síochána is well managed

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	<p>I will be honest and will act with integrity.</p> <p>I will always seek the truth by establishing and reporting facts in an honest and objective way.</p> <p>I will not abuse my power or position and will have the courage to oppose and report any such abuses by colleagues.</p> <p>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.</p> <p>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.</p>																
Respect & Equality	<p>I will recognise and respect the dignity and equal human rights of all people.</p> <p>I will treat people with courtesy and respect.</p> <p>I will treat everyone with fairness at all times, and not discriminate wrongfully.</p> <p>I will oppose and challenge any behaviour or language that demonstrates discrimination or disrespect, in particular with regard to vulnerable individuals or minority groups.</p> <p>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.</p> <p>I will show appropriate understanding and empathy to people I come into contact with.</p> <p>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.</p> <p>Examples of Wrongful Reasons for Discrimination</p> <table><tr><td>• Age</td><td>• Marital status</td><td>• Colour</td><td>• Gender non-conformity</td></tr><tr><td>• Disability</td><td>• Membership of the Traveller Community</td><td>• Nationality</td><td>• Political opinion</td></tr><tr><td>• Family status</td><td>• Religion</td><td>• Ethnic or national origins</td><td>• Residence status</td></tr><tr><td>• Gender</td><td>• Race</td><td>• Sexual orientation</td><td>• Social origin</td></tr></table>	• Age	• Marital status	• Colour	• Gender non-conformity	• Disability	• Membership of the Traveller Community	• Nationality	• Political opinion	• Family status	• Religion	• Ethnic or national origins	• Residence status	• Gender	• Race	• Sexual orientation	• Social origin
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• Family status	• Religion	• Ethnic or national origins	• Residence status														
• Gender	• Race	• Sexual orientation	• Social origin														
Authority & Responsibility	<p>I will act with self-control, even when provoked or in volatile situations.</p> <p>I will take responsibility for my actions and omissions, and I will be accountable for them.</p> <p>I will support my colleagues to the best of my ability as they carry out their duties and responsibilities.</p> <p>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.</p> <p>I will challenge instructions that I believe to be unlawful or contrary to the principles set out in this Code.</p>																

Divisional Policing Plan

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

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

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

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

I will 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 victimizes a person for speaking up.

Additional Commitments of Managers

An Garda Síochána: Ag Coinneáil Daoine Sábhailte - Keeping People Safe

Divisional Policing Plan

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

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

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

Leadership

I will contribute to a positive and healthy working environment.

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

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

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

Additional Commitments of Managers

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

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

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

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

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