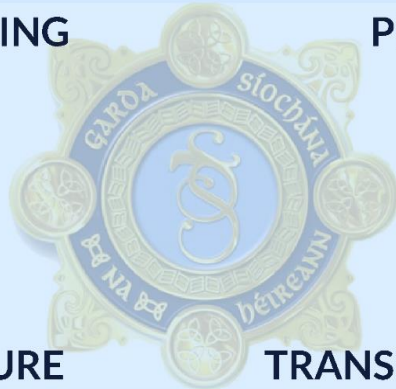


AN GARDA SÍOCHÁNA

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

Kildare Divisional Policing Plan 2019

Divisional Policing Plan

Divisional Policing Plan

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An Garda Síochána Strategy 2019 – 2021:

Our Mission - Keeping People Safe



Divisional Policing Plan

Divisional Officer's Foreword

I am delighted to introduce the Annual Policing Plan 2019 of the Kildare Division within An Garda Síochána which sets out the policing priorities for the coming year. The 2019 Policing Plan reflects the priority activities and performance outcomes which have been determined in line with targets specified in the National Policing Plan and specified targets outlined by the Policing Authority. The Policing Authority will, throughout 2019, regularly monitor how we deliver against those targets. This will include regular reporting on the progress of the Modernisation and Renewal Programme. The plan clearly shows our key priorities for the year, how we will deliver them, and how we will measure their success. Gardaí in the Kildare Division are committed to the Modernisation and Renewal Programme and will, with the continued dedication of all members of staff and engaged communities, deliver on six key priority areas:

- 1. Community Policing*
- 2. Protecting People*
- 3. A Secure Ireland*
- 4. Transforming Our Service*
- 5. Our People: Our Greatest Resource*
- 6. A Human Rights Foundation*

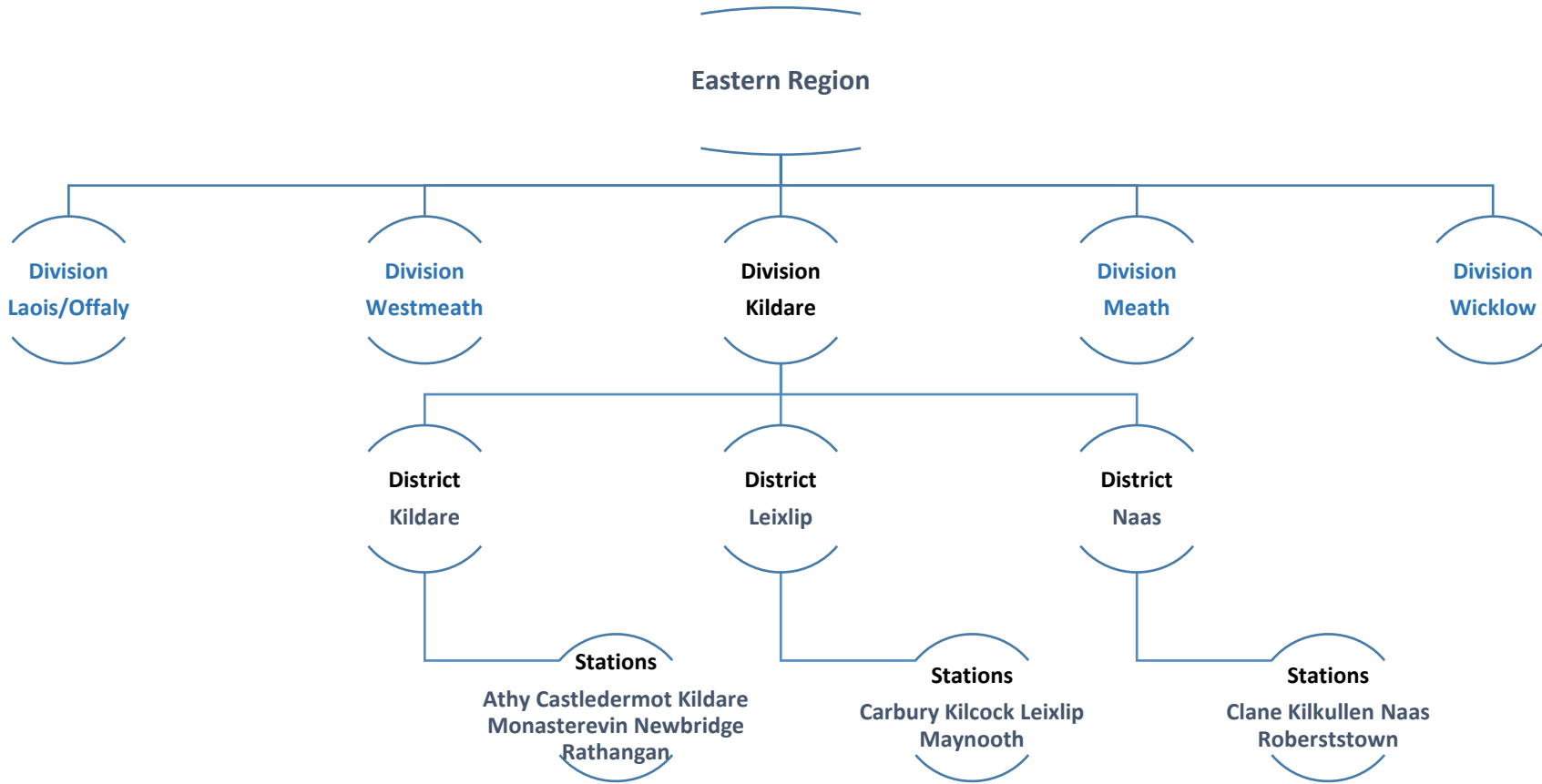
The key priorities identified in the National Policing Plan will be reflected in the Kildare Division and adapted to meet the specific needs of the urban and rural communities in County Kildare along with the policing challenges presented by our proximity to the Dublin Metropolitan Region. In 2019, all members of An Garda Síochána will receive training for the Code of Ethics and this will serve to improve the level of service provided to the public.

Please do not hesitate to contact me or any member of An Garda Síochána in this Division to address any concerns you may have or to provide feedback regarding the services An Garda Síochána provides to you. I am committed to delivering a victim centred policing service, focussed on keeping people safe, protecting the most vulnerable and providing a consistently high standard of service. Your interaction is valued and you can contact me at Naas Garda Station on 045 884311 or by email at Naas_DV@garda.ie

Brian M Sutton Chief Superintendent

Divisional Policing Plan

Our People & Organisation









Divisional Policing Plan

Stations within the Division

Station	District & Superintendent	Telephone
Athy	Kildare - Superintendent Martin Walker	(059) 8634210
Castledermot	Kildare - Superintendent Martin Walker	(059) 9144112
Kildare	Kildare - Superintendent Martin Walker	(045) 527730
Monasterevin	Kildare - Superintendent Martin Walker	(045) 525322
Newbridge	Kildare - Superintendent Martin Walker	(045) 440180
Rathangan	Kildare - Superintendent Martin Walker	(045) 524353
Carbury	Leixlip – Superintendent Gerard Wall	(046) 9553002
Celbridge	Leixlip – Superintendent Gerard Wall	(01) 6012370
Kilcock	Leixlip – Superintendent Gerard Wall	(01) 6757390
Leixlip	Leixlip – Superintendent Gerard Wall	(01) 6667800
Maynooth	Leixlip – Superintendent Gerard Wall	(01) 6292380
Clane	Naas – Superintendent Oliver Henry	(045) 868262
Kilcullen	Naas – Superintendent Oliver Henry	(045) 481212
Naas	Naas – Superintendent Oliver Henry	(045) 884300
Robertstown	Naas – Superintendent Oliver Henry	(045) 860202

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"> Active participation at Joint Policing Committee Meetings and support of agreed initiatives Proactive engagement with community stakeholders Ensure representation of An Garda Síochána at community meetings Utilise Organisational Supports to add value to the work of An Garda Síochána in the community <p>Responsibility: Each District Officer, Inspector Connaughton, Inspector Molloy, Community Policing Sergeant</p>	<ul style="list-style-type: none"> Increased satisfaction with An Garda Síochána: <ul style="list-style-type: none"> Listens/responds to community concerns Increased trust Increased perception that An Garda Síochána treats people equally Improved perception of An Garda Síochána as: <ul style="list-style-type: none"> Helpful & Community focussed Managing crime locally & nationally Reduced fear of crime / Increased feelings of safety Increased visibility

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. Identify trends in respect of antisocial behaviour to determine the appropriate allocation of resources 2. Provide a targeted and combined response to antisocial behaviour and street crime 3. Deploy resources on high visibility patrols on foot and mountain bike 4. Engage with local authorities and other relevant stakeholders to provide a multiagency response where appropriate 5. Supervisors to encourage the recording of Proactive Patrols 6. Ensure compliance with Liquor Licensing legislation 7. Utilise the Public Order Units to provide operational support 8. Strict bail conditions to be set regarding anti-social/public order offenders <p>Responsibility: Each District Officer</p>	<ul style="list-style-type: none"> • Increased satisfaction with An Garda Síochána: <ul style="list-style-type: none"> ○ Listens/responds to community concerns • Increased trust • Increased perception that An Garda Síochána treats people equally • 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. Establishment of Intercultural Garda Clinics to foster proactive and sustainable interactions between minority/vulnerable groups and relevant government agencies 2. Positive engagement with persons living in Direct Provision Centres and the staff 3. Ensure adequate number of Ethnic Liaison Officers 4. Ongoing liaison with local Mosques 5. Utilise the Divisional Victims Services Office to provide guidance and support <p>Responsibility: Each District Officer, Inspector Fitzgerald, Community Policing Sergeant</p>	<ul style="list-style-type: none"> • Increased satisfaction /An Garda Síochána: istens/responds to community concerns • Increased trust / Increased visibility • Increased perception that An Garda Síochána treats people equally • Improve perception of An Garda Síochána as: <ul style="list-style-type: none"> ○ Helpful & Community focussed ○ Managing crime locally & nationally • Reduced fear of crime / Increased feelings of safety

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. Deliver the Schools Programme to primary and secondary schools 2. Representation of An Garda Síochána at local community events 3. Participation in the Children & Young People’s Service Committees for Kildare 4. Road Safety Presentations to Transition Year students 5. Active engagement with Campus Watch Programme in National University of Ireland Maynooth 6. Utilise interagency supports available 7. Ensure continued consultation with TULSA <p>Responsibility: Each District Officer, Inspector Connaughton, Inspector Molloy, Community Policing Sergeant</p>	<ul style="list-style-type: none"> • Increased satisfaction with An Garda Síochána: <ul style="list-style-type: none"> ○ Listens/responds to community concerns • Increased trust • Increased perception that An Garda Síochána treats people equally • Improved perception of An Garda Síochána as: <ul style="list-style-type: none"> ○ Helpful & Community focussed ○ Managing crime locally & nationally • Reduced fear of crime / Increased feelings of safety • Increased visibility

1.5 National Drug Strategy	
To work towards “A healthier and safer Ireland, where public health and safety is protected and the harms caused to individuals, families and communities by substance misuse are reduced and every person affected by substance use is empowered to improve their health and wellbeing and quality of life” in line with the strategy vision.	
Activities	Outcomes
<ol style="list-style-type: none"> 1. Appointment of a Liaison Inspector to oversee the National Drugs Strategy ‘Reducing Harm, Supporting Recovery’ 2017-2025 & Drug Related Intimidation 2. Strengthen the effectiveness of the Drug-Related Intimidation Reporting Programme 3. Raise awareness of the strategy 4. Utilise Organisational and Interagency Supports to add value to the work of An Garda Síochána <p>Responsibility: Each District Officer, Inspector Fitzgerald, Community Policing Sergeant</p>	<ul style="list-style-type: none"> • Increased satisfaction with An Garda Síochána: <ul style="list-style-type: none"> ○ Listens/responds to community concerns • Increased trust • Increased perception that An Garda Síochána treats people equally • Improved perception of An Garda Síochána as: <ul style="list-style-type: none"> ○ Helpful & Community focussed ○ Managing crime locally & nationally • Reduced fear of crime / Increased feelings of safety • Increased visibility

2) Protecting People

Protecting people from crime and from injury on our roads

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

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

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

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

Activities	Outcomes
<ol style="list-style-type: none"> 1. Manage crime utilising the Performance and Accountability Framework 2. Engage with regional crime management structures 3. Review undetected crime 4. Identify and address reasons for non-detection of incidents 5. Ensure mandatory investigative actions are completed 6. Enhance the use of Crime Scene Investigation 7. Ensure bail and curfew compliance 8. Management of Offenders in line with SAOR policy 9. Utilise forensic evidence 10. Utilise CCTV evidence 11. Implementation of national assault reduction plan initiatives 12. Leverage the benefits of crime analysis services <p>Responsibility: Each District Officer, Inspector Gannon, Each Detective Sergeant</p>	<ul style="list-style-type: none"> • Increased satisfaction with An Garda Síochána: <ul style="list-style-type: none"> ○ Listens/responds to community concerns • Increased trust • Increased perception that An Garda Síochána treats people equally • Improved perception of An Garda Síochána as: <ul style="list-style-type: none"> ○ Helpful & Community focussed ○ Managing crime locally & nationally • Reduced fear of crime / Increased feelings of safety • Increased visibility

Divisional Policing Plan

2.2 Crime Prevention	
Reduce the incidence of crime through education, awareness and community collaboration	
Activities	Outcomes
<ol style="list-style-type: none"> 1. Crime Prevention Officer to oversee the Divisional awareness campaign 2. Identify crime prevention initiatives and promote implementation of achievable measures 3. Implement National Crime Prevention & Reduction Strategy initiatives as communicated by CEPS 4. Utilise Organisational Supports available through the National Community Engagement & Public Safety Office 5. Community Policing Gardaí to educate the community throughout their daily activities <p>Responsibility: Each District Officer, Inspector Gannon, Sergeant Doherty</p>	<ul style="list-style-type: none"> • Reduced fear of crime / Increased feelings of safety • Increased satisfaction with An Garda Síochána: <ul style="list-style-type: none"> ○ Listens/responds to community concerns • Increased trust • Increased perception that An Garda Síochána treats people equally • Increased visibility • Improved perception of An Garda Síochána as: <ul style="list-style-type: none"> ○ Helpful & Community focussed ○ Managing crime locally & nationally

2.3 Controlled Drugs	
Enforcement of drugs legislation, focussed on the sale and supply of controlled drugs	
Activities	Outcomes
<ol style="list-style-type: none"> 1. Identify trends in respect of drug crime to determine the appropriate allocation of resources 2. Provide a targeted and combined response to street crime 3. Engage with local authorities and other relevant stakeholders to provide a multiagency response where appropriate 4. Liaise with the Criminal Intelligence Officer to identify persons of interest 5. Ensure all intelligence is acted upon promptly with application for search warrants where applicable <p>Responsibility: Each District Officer, Inspector Gannon, Inspector Fitzgerald , Each Detective Sergeant</p>	<ul style="list-style-type: none"> • Improved perception of An Garda Síochána as: <ul style="list-style-type: none"> ○ Helpful & Community focussed ○ Managing crime locally & nationally • Reduced fear of crime / Increased feelings of safety • Increased satisfaction with An Garda Síochána: <ul style="list-style-type: none"> ○ Listens/responds to community concerns • Increased trust • Increased visibility

Divisional Policing Plan

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

2.5 Criminal Intelligence (Including CHIS)*	
[Redacted]	
[Redacted]	
[Redacted]	[Redacted]
[Redacted] [Redacted] [Redacted] [Redacted] [Redacted] [Redacted]	<ul style="list-style-type: none"> [Redacted] <ul style="list-style-type: none"> [Redacted] [Redacted] [Redacted] [Redacted] [Redacted] <ul style="list-style-type: none"> [Redacted] [Redacted] [Redacted]
[Redacted]	[Redacted]

Divisional Policing Plan

2.6 Offender Management & Recidivism (including Child Diversion & SAOR)	
A reduction in offending through the effective implementation of SAOR and Child Diversion policies	
Activities	Outcomes
<ol style="list-style-type: none"> 1. Work with Criminal Justice partners to provide a coordinated approach 2. Review the work of Divisional Case Managers 3. Juvenile Liaison Officers to monitor youth referrals to a completion 4. Online e-Learning for Youth Diversion Programme to be completed by all staff <p>Responsibility: Each District Officer, Inspector Gannon, Each Detective Sergeant, Sergeant CPD</p>	<ul style="list-style-type: none"> • Reduced recidivism • Reduced fear of crime / Increased feelings of safety • Increased visibility • Improved perception of An Garda Síochána as: <ul style="list-style-type: none"> ○ Managing crime locally & nationally

2.7 Victim Support	
Providing a responsive service to victims of crime, keeping all victims up to date on investigations, complying with both Garda victims policy and the Victims Act	
Activities	Outcomes
<ol style="list-style-type: none"> 1. Victim call-backs to be completed in line with Organisational policy 2. Provision of both internal and external services to victims 3. Divisional Victims Services Office to engage with victims of crime 4. Vulnerable victims to be identified and provide additional support as appropriate 5. Victim assessment to be completed on PULSE and victim engagement tab to be updated <p>Responsibility: Each District Officer, Inspector Gray, Victim Services Office</p>	<ul style="list-style-type: none"> • Increased trust • Increased victim satisfaction • Increased satisfaction with An Garda Síochána: <ul style="list-style-type: none"> ○ Listens/responds to community concerns • Increased perception that An Garda Síochána treats people equally • Reduced fear of crime / Increased feelings of safety • Improved perception of An Garda Síochána as: <ul style="list-style-type: none"> ○ Helpful & Community focussed ○ Managing crime locally & nationally

Divisional Policing Plan

2.8 Missing Persons	
Effective management of all missing persons cases in compliance with Garda policy	
Activities	Outcomes
<ol style="list-style-type: none"> 1. Complete missing persons assessment 2. Raise awareness of protocols for investigation of missing persons 3. Review status of investigation at Performance and Accountability Framework meetings 4. Liaise with TULSA for high risk missing children 5. Engage the services of internal and external resources to carry out searches 6. Ensure mandatory investigative actions are completed 7. Ensure in person visit on location of missing person and ensure PULSE is updated 8. Review of missing person case on each anniversary of date reported missing <p>Responsibility: Each District Officer, Inspector Gannon</p>	<ul style="list-style-type: none"> • Increased satisfaction with An Garda Síochána: <ul style="list-style-type: none"> ○ Listens/responds to community concerns • Increased trust • Reduced fear of crime / Increased feelings of safety • Increased perception An Garda Síochána is well managed • Improved perception of An Garda Síochána as: <ul style="list-style-type: none"> ○ Helpful & Community focussed ○ Managing crime locally & nationally

2.9 Domestic Abuse	
Provision of an empathetic responsive service to all victims of domestic abuse, in line with relevant Garda policy and legislation	
Activities	Outcomes
<ol style="list-style-type: none"> 1. Raise awareness of new legislation through pre-tour briefings 2. Complete in person call-backs to domestic violence victims within 7 days 3. Provide information of services available to victims 4. Ensure mandatory investigative actions are completed 5. Supervisors to review of incident to ensure they are correctly recorded <p>Responsibility: Each District Officer, Inspector Gray</p>	<ul style="list-style-type: none"> • Increased reporting of domestic violence related offences • Increased satisfaction with An Garda Síochána: <ul style="list-style-type: none"> ○ Listens/responds to community concerns • Increased trust • Increased perception that An Garda Síochána treats people equally • Improved perception of An Garda Síochána as: <ul style="list-style-type: none"> ○ Helpful & Community focussed ○ Managing crime locally & nationally • Reduced fear of crime / Increased feelings of safety • Increased visibility

Divisional Policing Plan

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. Establish a Divisional Protective Services Unit in line with A Policing Service For The Future implementation 2. Manage incidents utilising the Performance and Accountability Framework 3. Utilise Organisational Supports to provide operational guidance 4. Ensure Sex Offenders are managed in line with Organisational Policy 5. Utilise forensic evidence 6. Utilise CCTV evidence 7. Ensure mandatory investigative actions are completed 	<ul style="list-style-type: none"> • Increased reporting of sexual offences • Increased satisfaction with An Garda Síochána: <ul style="list-style-type: none"> ○ Listens/responds to community concerns • Increased trust • Increased perception that An Garda Síochána treats people equally • Improved perception of An Garda Síochána as: <ul style="list-style-type: none"> ○ Helpful & Community focussed ○ Managing crime locally & nationally • Reduced fear of crime / Increased feelings of safety • Increased visibility
Responsibility: Each District Officer, Inspector Gannon	

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. Increase lifesaver offence detections 2. Increase MIT breath tests performed 3. Implement National Roads Policing Operations Plan 4. Carry out interagency days of action 5. Deploy probationer Gardaí on secondment to the Divisional Roads Policing Unit 6. Increase resources of Divisional Roads Policing Unit 	<ul style="list-style-type: none"> • Safer Roads, reduced road deaths and serious injuries • Increased satisfaction with An Garda Síochána: • Listens/responds to community concerns • Improved perception of An Garda Síochána as: <ul style="list-style-type: none"> ○ Helpful & Community focussed ○ Managing crime locally & nationally • Reduced fear of crime / Increased feelings of safety • Increased visibility
Responsibility: Each District Officer, Inspector Connaughton, Each Sergeant Roads Policing Unit	

Divisional Policing Plan

2.12 Road Safety Education & Awareness	
Reduce collisions, road deaths and serious injuries through a road safety and awareness campaign in conjunction with our partners.	
Activities	Outcomes
<ol style="list-style-type: none"> 1. Coordination of Multi Agency engagement/checkpoints 2. Delivery of road safety information through the Schools Programme 3. Display of road safety literature in the public office and at community engagement events 4. Provision of Hi-Vis Vests to the public <p>Responsibility: Each District Officer, Inspector Connaughton, Each Sergeant Roads Policing Unit</p>	<ul style="list-style-type: none"> • Increased satisfaction with An Garda Síochána: <ul style="list-style-type: none"> ○ Listens/responds to community concerns • Increased trust • Increased perception that An Garda Síochána treats people equally • Improved perception of An Garda Síochána as: <ul style="list-style-type: none"> ○ Helpful & Community focussed ○ Managing crime locally & nationally • Reduced fear of crime / Increased feelings of safety • Increased visibility

2.13 Event Management	
Effective event management to provide a adequate policing response ensuring minimum disrupting to normal services while keeping the public safe.	
Activities	Outcomes
<ol style="list-style-type: none"> 1. Completion of an event management plan 2. Risk assessment of the event and traffic management plan 3. Ensuring adequate resources 4. Interagency collaboration to ensure safety of the public <p>Responsibility: Each District Officer</p>	<ul style="list-style-type: none"> • Increased satisfaction with An Garda Síochána: <ul style="list-style-type: none"> ○ Listens/responds to community concerns • Increased trust • Improved perception of An Garda Síochána as: <ul style="list-style-type: none"> ○ Helpful & Community focussed • Increased visibility • Reduced fear of crime / Increased feelings of safety

3) A Secure Ireland

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

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

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

Divisional Policing Plan




3.2 Border Security & Cross Border Crime	
Provide a safe and secure state in which to live, work, visit and invest.	
Activities	Outcomes
<p>[Redacted]</p> <p>[Redacted]</p> <p>[Redacted]</p> <p>[Redacted]</p>	<ul style="list-style-type: none">■ [Redacted]■ [Redacted]■ [Redacted]■ [Redacted]■ [Redacted]■ [Redacted]■ [Redacted]■ [Redacted]

3.3 Major Emergency Management	
Provide an enhanced ability to respond to major emergencies.	
Activities	Outcomes
<p>[Redacted]</p> <p>[Redacted]</p> <p>[Redacted]</p> <p>[Redacted]</p> <p>[Redacted]</p>	<ul style="list-style-type: none">■ [Redacted]■ [Redacted]■ [Redacted]■ [Redacted]■ [Redacted]

4) Transforming Our Service

Providing consistent, efficient and effective policing services

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

Trust in AGS		Perception that An Garda Síochána is well managed		Data Quality	
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4.1 Inspection and Review

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

Activities	Outcomes
<ol style="list-style-type: none"> Undertake inspection and reviews in line with Garda policy on 59/2014 Take mitigating actions where areas of risk detected Promote compliance with Organisational policy and procedures Utilise organisational supports to provide support and guidance <p>Responsibility: Divisional Officer, Each District Officer</p>	<ul style="list-style-type: none"> Increased trust Increased perception that An Garda Síochána is well managed Better management of risk

4.2 Risk Management

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

Activities	Outcomes
<ol style="list-style-type: none"> Ensure the ongoing, dynamic management of all risks within the Division, engaging relevant stakeholders. Undertake a review of the risk register in line with the development and evaluation of the annual Policing Plan. Utilise organisational supports to add value to Divisional risk management. Ensure all risk registers are submitted on a quarterly basis in compliance with risk management policy and procedures <p>Responsibility: Divisional Officer, Each District Officer</p>	<ul style="list-style-type: none"> Improved perception of An Garda Síochána as well managed Increased trust Improved perception of An Garda Síochána as: <ul style="list-style-type: none"> Managing crime locally & nationally

Divisional Policing Plan

4.3 Financial Management	
Effective management of all spending within the District , ensuring policing services are delivered within budget	
Activities	Outcomes
<ol style="list-style-type: none"> 1. Adress financial spending at the Performance and Accountability Framework meetings 2. Ensure the ongoing, dynamic management of all budgets within the District 3. Review financial reports on ongoing basis with a focus on controllable costs (OT, T&S, other non-pay related costs) 4. Towing contract management 5. Procurement processes to be strictly adhered to in contract selection <p>Responsibility: Divisional Officer, Each District Officer</p>	<ul style="list-style-type: none"> • Increased perception that An Garda Síochána is well managed • Increased trust • Increased visibility

4.4 Data Quality	
Engaging in activities to support an improvement in organisational data quality	
Activities	Outcomes
<ol style="list-style-type: none"> 1. Reduce the number of incidents created after 24 hours 2. Reduce the number of incidents with status of Review/Clarification. 3. Reduce the number of incidents created manually. 4. GPS recording for all Indictable & Road Traffic Collisions. <p>Responsibility: Divisional Officer, Each District Officer, Inspector Gray</p>	<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	
Support efforts towards renewing the culture of An Garda Síochána and progressing An Garda Síochána's Modernisation and Renewal Programme.	
Activities	Outcomes
<ol style="list-style-type: none"> 1. Create awareness in relation to initiatives that are being introduced in the Division 2. Supervisors to ensure participation and compliance with new working practices 3. Information and training to be provided for the use of ECM and CAD <p>Responsibility: Divisional Officer, Each District Officer, Inspector Gray</p>	<ul style="list-style-type: none"> • Increased satisfaction with An Garda Síochána: <ul style="list-style-type: none"> ○ Listens/responds to community concerns • Increased trust • Improved perception of An Garda Síochána as: <ul style="list-style-type: none"> ○ Helpful & Community focussed ○ Managing crime locally & nationally • Reduced fear of crime / Increased feelings of safety • Increased visibility Síochána

4.6 Estate Management / Station Upkeep	
Provide premises that are good working environments and create a professional public image.	
Activities	Outcomes
<ol style="list-style-type: none"> 1. Engage with Estate Management to carry out works for adoption of Modernisation & Renewal initiatives 2. Apply for upgrade of facilities for the Division 3. Provide support and advice to assist in the completion of work <p>Responsibility: Divisional Officer, Each District Officer, Divisional Tendering Committee</p>	<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	

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"> All members trained in the PALF process Managers effectively manage the PALF process throughout the year All members to engage with the process <p>Responsibility: Divisional Officer, Each District Officer, Each Supervisor</p>	<ul style="list-style-type: none"> Improved perception of An Garda Síochána as well managed Increased satisfaction with An Garda Síochána: <ul style="list-style-type: none"> Listens/responds to community concerns Increased trust Improved perception of An Garda Síochána as: <ul style="list-style-type: none"> Helpful & Community focussed Managing crime locally & nationally

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5.2 Health and Safety Compliance & Promotion	
Provide a safe environment for the public and employees.	
Activities	Outcomes
<ol style="list-style-type: none"> 1. Inspector appointed to oversee Health & Safety portfolio 2. Raise members awareness regarding 6 C's first responders safety principals 3. Keep H&S documentation up to date <p>Responsibility: Divisional Officer, Each District Officer, Each Supervisor</p>	<ul style="list-style-type: none"> • Increased satisfaction with An Garda Síochána: <ul style="list-style-type: none"> ○ Listens/responds to community concerns • Increased trust • Increased perception that An Garda Síochána treats people equally • Improved perception of An Garda Síochána as: <ul style="list-style-type: none"> ○ Helpful & Community focussed ○ Managing crime locally & nationally • Reduced fear of crime / Increased feelings of safety • Increased visibility

5.3 Absence Management and Employee Wellness	
Investing in the physical and mental wellness of our people	
Activities	Outcomes
<ol style="list-style-type: none"> 1. Liaison Inspector appointed as wellness contact person 2. Raise awareness of the Employee Assistance Service 3. Monitor absence management <p>Responsibility: Divisional Officer, Each District Officer, Each Supervisor</p>	<ul style="list-style-type: none"> • Increased satisfaction with An Garda Síochána: <ul style="list-style-type: none"> ○ Listens/responds to community concerns • Increased trust • Increased perception that An Garda Síochána treats people equally • Improved perception of An Garda Síochána as: <ul style="list-style-type: none"> ○ Helpful & Community focussed ○ Managing crime locally & nationally • Reduced fear of crime / Increased feelings of safety • Increased visibility

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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 3. Assist the transitioning of personnel to new roles 4. Identify operational support roles for Gardaí with expert knowledge skills and knowledge <p>Responsibility: Divisional Officer, Each District Officer, Each Supervisor</p>	<ul style="list-style-type: none"> • Increased satisfaction with An Garda Síochána: <ul style="list-style-type: none"> ○ Listens/responds to community concerns • Increased trust • Increased perception that An Garda Síochána treats people equally • Improved perception of An Garda Síochána as: <ul style="list-style-type: none"> ○ Helpful & Community focussed ○ Managing crime locally & nationally • Reduced fear of crime / Increased feelings of safety • Increased visibility

5.5 Garda Reserve Utilisation	
Provide operational support to An Garda Síochána by utilising the services of the Garda Reserve.	
Activities	Outcomes
<ol style="list-style-type: none"> 1. Review the availability of Garda Reserve Resources in the Division 2. Maximise the use of Garda Reserves at public events to increase resources 3. Actively support the current Garda Reserve competition <p>Responsibility: Divisional Officer, Each District Officer</p>	<ul style="list-style-type: none"> • Increased satisfaction with An Garda Síochána: <ul style="list-style-type: none"> ○ Listens/responds to community concerns • Increased trust • Increased perception that An Garda Síochána treats people equally • Improved perception of An Garda Síochána as: <ul style="list-style-type: none"> ○ Helpful & Community focussed ○ Managing crime locally & nationally • Reduced fear of crime / Increased feelings of safety • Increased visibility

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5.6 Training Initiatives	
Provide development opportunities to sworn Garda members and Garda Staff.	
Activities	Outcomes
<ol style="list-style-type: none"> 1. Completion of online youth referral e-learning course 2. Complete ECM e-learning programme 3. Local CPD Training initiatives 4. Conduct a training needs assessment and complete application for courses at Divisional (CPD) and national (Garda College) level <p>Responsibility: Divisional Officer, Each District Officer. Sergeant CPD</p>	<ul style="list-style-type: none"> • Increased engagement with personnel • Increased trust • A better skilled workforce

5.7 Reducing Complaints / GSOC Local initiative	
Providing a victim focused and professional service to the community.	
Activities	Outcomes
<ol style="list-style-type: none"> 1. All member to complete Ethics training 2. Raise awareness of the importance of performing duties with courtesy and respect 3. Keep victims of crime updated 4. Investigate all complaints of breeches of discipline 5. Engage with GSOC when carrying out investigations <p>Responsibility: Divisional Officer, Each District Officer, Each Supervisor</p>	<ul style="list-style-type: none"> • Increased engagement with personnel • Increased trust • A better skilled workforce

6) A Human Rights Foundation

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

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

Trust in AGS		Perception that AGS treats people equally		Perception that AGS is a well-managed organisation	
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6.1 Ethics and Human Rights Initiatives

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

Activities	Outcomes
<ol style="list-style-type: none"> 1. All member to complete ethics training 2. Ensure adequate number of Ethnic Liaison Officers trained 3. Establishment of intercultural Garda Clinics 	<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

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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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Leadership

I will encourage and facilitate speaking up and reporting wrongdoing at every level in the organisation.
I will ensure that matters brought to my attention are considered, are investigated where necessary, and the appropriate action taken.
I will be open to matters raised by colleagues and learn from feedback and from reports of wrongdoing.

I will contribute to a positive and healthy working environment.
I will maintain and promote professional standards and the standards of this Code.
I will aim to behave in a manner which brings credit on the Garda Síochána and myself thereby promoting public confidence in policing.
I will be accountable for orders or instructions I give to others, for the carrying out of those orders and for their consequences.

Additional Commitments of Managers

I will strive to make sure that people I work with carry out their duties in a way that follows this Code.
I will make sure that people I work with are effectively supported and guided in performing their duties and maintaining this Code.
I will do whatever I can, in my role, to protect and support the physical and mental wellbeing of people I work with.
I will ensure that matters brought to my attention are considered, are investigated where necessary, and the appropriate action taken.
I will be open to matters raised by colleagues and learn from feedback and from reports of wrongdoing.