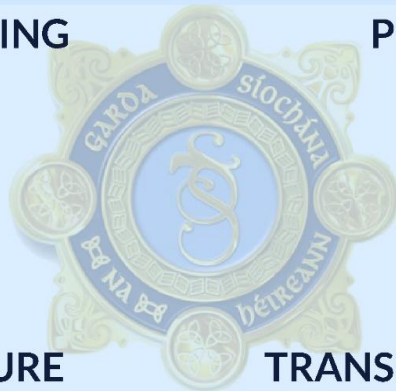


# AN GARDA SÍOCHÁNA

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

## Limerick 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 happy to introduce the Annual Limerick Divisional Policing Plan for 2019. I arrived to the Limerick Division in February 2018 and as Chief Superintendent have focused in the past year on delivering the objectives of the Limerick Divisional Plan for 2018. I have pleasure in announcing this years Annual Policing Plan for 2019 which ensures that our mission statement of “Keeping People Safe” is to the forefront of all our dealings with the people and the communities we serve.



The Limerick Division Policing Plan sets out our commitment and goals for the coming year and encompasses the ethos of An Garda Síochána's Modernisation and Renewal Programme (2016-2021). We will focus on four key areas: Community Policing, Protecting People, National Security and Transforming Our Services.

The plan sets out our priorities which we hope to achieve through meaningful engagement with our Stakeholders, victims and the general public. The Limerick Community we serve is always our priority and we will continue to build on what we have achieved by providing an efficient, professional, honest and ethical Policing Service.

We will achieve our goals by going out into our Communities, listening to the Limerick people and providing proactive engagement. The “small areas policing” initiative will be introduced in 2019 which will bring personal contact and improve the community policing service in all our communities. The key object of this initiative is to continue to build a strong relationship while delivering an effective and inclusive Policing Service. We will continue to tackle criminal activity, organised crime gangs and the possession and supply of drugs through targeted and intelligence led operations.

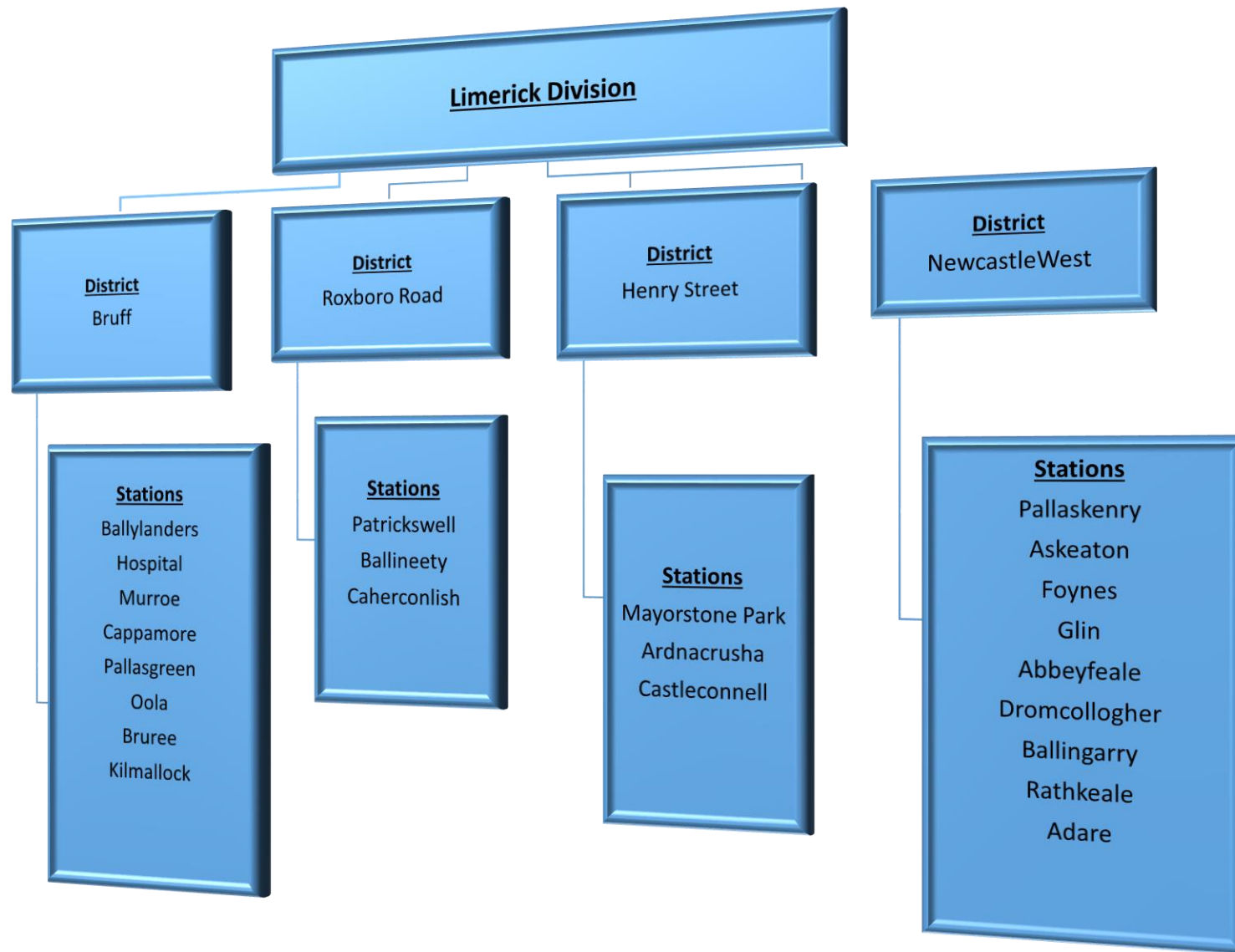
An Garda Síochána is committed to our public service positive duty obligations under section 42 of the Irish Human Rights and Equality Act 2014, which we will address in 2019 through initiatives relating to our diversity and inclusion strategy, hate crime policy and developing our human rights capacity.

I would like to take this opportunity to thank the people of the Limerick Division for their continued support and to reassure them that I will strive along with my Senior Management Team to continue to overcome the challenges that face us and provide a dedicated and committed Policing Service to every member of our Community.

*Gerard J. Roche*

*Chief Superintendent*

**Our People & Organisation:**



## Divisional Policing Plan

### Stations within the Division

Station	District & Superintendent	Opening Hours	Telephone
Henry Street	Henry Street - Superintendent Derek Smart	24/7	061 212400
Mayorstone Park	Henry Street - Superintendent Derek Smart	Mon – Sat 10am to 6pm Sunday 10am to 1pm	061 456980
Ardnacrusha	Henry Street - Superintendent Derek Smart	Mon to Sat – 10am to 1pm Sunday 12.00 to 14.00	061 345136
Castleconnell	Henry Street - Superintendent Derek Smart	Mon to Sat 10am to 1pm & 17.00 – 19.00 Sunday 10am to 1pm & 17.00 to 19.00	061 377105
Roxboro Road	Roxboro Road – Superintendent Eamon O’Neill	24/7	061 214340
Patrickwell	Roxboro Road – Superintendent Eamon O’Neill	Mon to Sat 10am to 1pm Sunday 10am to 12pm	061 355103
Ballineety	Roxboro Road – Superintendent Eamon O’Neill	Mon to Sat 10am to 1pm Sunday 10am to 12pm	061 351102
Caherconlish	Roxboro Road – Superintendent Eamon O’Neill	Mon to Sat 10am to 1pm Sunday 10am to 12pm	061 351202
Bruff	Bruff – Superintendent Brian Sugrue	24/7	061 382940

### Divisional Policing Plan

Ballylanders	Bruff – Superintendent Brian Sugrue	Mon to Sat 10am to 1pm Sunday 10am to 12pm	062 46622
Hospital	Bruff – Superintendent Brian Sugrue	Mon to Sat 10am to 1pm	061 383102
Murroe	Bruff – Superintendent Brian Sugrue	Mon to Sat 10am to 1pm Sunday 10am to 12pm	061 386102
Cappamore	Bruff – Superintendent Brian Sugrue	Mon to Sat 10am to 1pm Sunday 10am to 12pm	061 381202
Pallasgreen	Bruff – Superintendent Brian Sugrue	Mon to Sat 10am to 1pm Sunday 10am to 12pm	061 384102
Oola	Bruff – Superintendent Brian Sugrue	Covered by Cappamore	061 382940
Bruree	Bruff – Superintendent Brian Sugrue	Mon to Sat 10am to 1pm Sunday 10am to 12pm	063 90502
Kilmallock	Bruff – Superintendent Brian Sugrue	Mon to Sat 10am to 1pm Sunday 10am to 12pm	063 908018
NewcastleWest	Newcastlewest – Superintendent Aileen Magner	24/7	069 20650
Pallaskenry	Newcastlewest – Superintendent Aileen Magner	Mon to Sat 10am to 1pm Sunday 10am to 11am	061 393102
Askeaton	Newcastlewest – Superintendent Aileen Magner	24/7	061 601630

### Divisional Policing Plan







Foynes	Newcastlewest – Superintendent Aileen Magner	Mon to Fri 10am to 1pm Sat & Sun 10am to 11am	069 65122
Glin	Newcastlewest – Superintendent Aileen Magner	Mon to Fri 10am to 1pm Sat & Sun 10am to 11am	069 34100
Newcastle West	Newcastlewest – Superintendent Aileen Magner	24/7	069 20650
Abbeyfeale	Newcastlewest – Superintendent Aileen Magner	Mon to Sat 10am to 12pm Sunday closed	068 30010
Dromcollogher	Newcastlewest – Superintendent Aileen Magner	Mon to Fri 10am to 11.30am Sat & Sun 10am to 11am	063 83002
Ballingarry	Newcastlewest – Superintendent Aileen Magner	Mon to Sat 10am to 11.30pm Sunday closed	069 68103
Rathkeale	Newcastlewest – Superintendent Aileen Magner	Mon to Fri 10am to 1pm Sat & Sun 10am to 11am	069 63222
Adare	Newcastlewest – Superintendent Aileen Magner	Mon to Fri 10am to 1pm Sat & Sun 10am to 11am	061 396216



## 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"> <li>Engage and attend the scheduled Public and Private JPC Municipal Meeting</li> <li>Build on existing relationships established through the Joint Policing Committee and continue to improve the service we provide within our Communities by developing local Policing Initiatives.</li> <li>Monthly meetings with Regeneration Committees, Garda Youth Diversion Programme meetings, Neighbourhood watch and Community alert meetings.</li> <li>Launch of new model of Community Policing – Small Area Policing Initiative</li> </ol>	<ul style="list-style-type: none"> <li>Increased satisfaction with An Garda Síochána:</li> <li>Increased engagement with the community and responding to community concerns</li> <li>Increased trust</li> <li>Increased perception that An Garda Síochána treats people equally</li> <li>Reduced fear of crime / Increased feelings of safety</li> <li>Increased visibility</li> </ul>

## 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"> <li>1. Increase High visibility patrols to target anti social behaviour hot spots which have been identified through local intelligence and PAF.</li> <li>2. Implement plain clothes strategy initiatives to increase detections of public order offences and gather intelligence.</li> <li>3. Increase pedal cycle and foot patrols in public order hotspots.</li> </ol>	<ul style="list-style-type: none"> <li>• Increased satisfaction with An Garda Síochána:</li> <li>• Responding to community concerns</li> <li>• Increased trust</li> <li>• Reduced fear of crime / Increased feelings of safety</li> <li>• Increased visibility</li> </ul>

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"> <li>1. Continued commitment of the elder initiative.</li> <li>2. Liaise with Traveller Groups.</li> <li>3. Continue to build relationships with minority and vulnerable groups.</li> <li>4. Actively engage with our Reception Centres for Migrants at Mount Trenchard and Hanratty's.</li> <li>5. All trained Ethnic Liaison Officers to actively engage with the Communities.</li> <li>6. Collaborative engagement with ethnic community groups.</li> <li>7. Embracing and supporting cultural activities involving ethnic groups.</li> </ol>	<ul style="list-style-type: none"> <li>• Increased trust</li> <li>• Increased visibility</li> <li>• Increased perception that An Garda Síochána treats people equally</li> <li>• Reduced fear of crime</li> <li>• Increased feelings of safety</li> </ul>

## 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"> <li>1. Continue to engage with each school in the Division through the Schools Programme with special emphasis on “Knife Crime”.</li> <li>2. Continued engagement with Community Cubs/Scouts and youth groups.</li> <li>3. Maintain the Transition Year Programme throughout the Division.</li> </ol>	<ul style="list-style-type: none"> <li>• Increased Personal Safety Awareness</li> <li>• Increased feelings of safety</li> <li>• Increased awareness on the role of An Garda Síochána</li> <li>• Improved engagement between An Garda Síochána and Young People.</li> <li>• Reduced fear of crime</li> <li>• Increased visibility</li> </ul>

1.5 National Drug Strategy	
<i>* Enter a narrative regarding district activities which support the national drug strategy as appropriate</i>	
Activities	Outcomes
<ol style="list-style-type: none"> <li>1. Engage in Community Programmes to ensure that the voice of local communities is heard.</li> <li>2. Educating Parents and students to the dangers of drugs and providing them a forum to approach An Garda Síochána with their concerns.</li> <li>3. Actively engaging with Limerick City Council on drug related problems.</li> <li>4. Engaging with the Forensic Science Laboratory to introduce a new pilot scheme on the analysis of drugs to be more cost and time efficient.</li> </ol>	<ul style="list-style-type: none"> <li>• Increased satisfaction with An Garda Síochána: Listening and responding to community concerns</li> <li>• Increased trust</li> <li>• Increased Community focus</li> <li>• Reduced fear of crime and Increased feelings of safety</li> <li>• Increased visibility</li> </ul>

## 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"> <li>1 Managing crime utilising the Performance and Accountability Framework</li> <li>2 Engaging with regional crime management structures</li> <li>3 Reviewing undetected crime</li> <li>4 Identifying and addressing reasons for non-detection of incidents</li> <li>5 Ensuring mandatory investigative actions are completed</li> <li>6 Prioritising the use of Crime Scene Investigation</li> <li>7 Ensuring bail and curfew compliance</li> <li>8 Management of Offenders in line with policy</li> <li>9 Reviewing forensic evidence</li> <li>10 Prioritising CCTV evidence</li> <li>11 Pursuing all aspects of assault reduction initiatives</li> <li>12 Maximising the benefits of crime analysis services</li> </ol>	<ul style="list-style-type: none"> <li>• All incidents reviewed through PAF process</li> <li>• Increased satisfaction with An Garda Síochána</li> <li>• SIO appointed as per policy</li> <li>• Increased trust</li> <li>• Increased detection rates</li> <li>• Increased awareness of Crime Scene Investigation and it's importance.</li> <li>• Reduced fear of crime / Increased feelings of safety</li> <li>• Increased detections through posing on G-Tube</li> <li>• Reduction in assaults and increased detections.</li> <li>• Increased interaction with Crime analysis service in identifying activities and increasing detections.</li> </ul>

## 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"> <li>1 Crime prevention activities</li> <li>2 Implement National Crime Prevention &amp; Reduction Strategy initiatives as communicated by Community Engagement and Public Safety</li> <li>3 Crime Prevention advice presentation delivery.</li> <li>4 Targeted patrolling</li> <li>5 Multi agency activities in the area of joint presentations and advice provision</li> <li>6 District days of Action throughout the Division.</li> <li>7 Promotion of Business Watch</li> </ol>	<ul style="list-style-type: none"> <li>• Reduced fear of crime</li> <li>• Increased feelings of safety</li> <li>• Increased satisfaction with An Garda Síochána:</li> <li>• Greater engagement with the community</li> <li>• Increased trust in our Communities</li> <li>• Increased visibility</li> </ul>

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"> <li>1. Targeting street dealing activities by identifying and focusing activities on active street dealers.</li> <li>2. Ensuring early action is taken where evidence of street dealing is available.</li> <li>3. Applying a pro-active early prosecution focus for all detections made.</li> <li>4. Increase plain clothes patrols to identify street dealing.</li> </ol>	<ul style="list-style-type: none"> <li>• Improved perception of An Garda Síochána as:</li> <li>• Engagement with local community groups</li> <li>• Reduced fear of crime / Increased feelings of safety</li> <li>• Increased satisfaction with An Garda Síochána:</li> <li>• Listens/responds to community concerns</li> <li>• Increased visibility</li> </ul>

## Divisional Policing Plan

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"> <li>• Reduced fear of crime / Increased feelings of safety</li> <li>• Managing crime locally &amp; nationally</li> <li>• Increased awareness of CAB and relevant legislation.</li> <li>• Increased effectiveness</li> <li>• Increased trust</li> </ul>

2.5 Criminal Intelligence (Including CHIS)*	
Maximise the gathering, analysis and use of criminal intelligence to tackle crime	
Activities	Outcomes
	<ul style="list-style-type: none"> <li>• Increased satisfaction with An Garda Síochána:</li> <li>• Listening and responding to community concerns</li> <li>• Increased understanding of the CHIS system</li> <li>• Improved perception of An Garda Síochána as: Managing crime locally &amp; nationally</li> </ul>

2.6 Offender Management & Recidivism (including Child Diversion & SAOR)
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## Divisional Policing Plan

A reduction in offending through the effective implementation of SAOR and Child Diversion policies	
Activities	Outcomes
<ol style="list-style-type: none"> <li>1. Working with criminal justice partners to maximise policy compliance</li> <li>2. Responsible: (Oversight/ implementation) Providing clear governance and oversight for all SAOR and Child Diversion Policies.</li> <li>3. Regular review of both programmes implementation.</li> <li>4. Deliver training in SAOR and Adult Case management for each District within the Limerick Division</li> <li>5. Establish clear targets to ensure policy is implemented and is effective.</li> <li>6. Enhanced engagement with each Garda Youth Diversion Project</li> </ol>	<ul style="list-style-type: none"> <li>• Reduced recidivism</li> <li>• Reduced fear of crime.</li> <li>• Increased visibility</li> <li>• Improved inter-agency approach in detecting crime</li> </ul>

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"> <li>1. Providing a continuing call back facility for the Victims Office for all victims of crime.</li> <li>2. Ensuring provision of call backs to all victims of Domestic Violence as per organisational policy.</li> <li>3. Issuing of letters to victims of crime updating them on investigations.</li> <li>4. Increase the proportion of completed victim assessments which are made within 3 days of reporting to 85%</li> </ol>	<ul style="list-style-type: none"> <li>• Increased trust</li> <li>• Increased victim satisfaction</li> <li>• Increased perception that An Garda Síochána treats people equally</li> <li>• Increased communication with An Garda Síochána and victims</li> </ul>

## 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"> <li>1. Prioritise the responses to all reports of missing persons.</li> <li>2. Full follow up and review of each report.</li> <li>3. Appointment of Family Liaison Officers as necessary.</li> <li>4. Quarterly meetings with Residential Care Homes</li> <li>5. Use of Child Rescue Ireland where appropriate.</li> </ol>	<ul style="list-style-type: none"> <li>• Increased satisfaction with An Garda Síochána</li> <li>• Increased trust</li> <li>• Increased communication between An Garda Síochána and victims families.</li> <li>• Incidents investigated to a high standard and constantly reviewed and updated.</li> </ul>

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"> <li>1. Providing call-back visits to domestic violence victims, as per policy, to a <u>minimum</u> of 40% of victims of domestic abuse. These visits will be recorded on the victim engagement screen.</li> <li>2. Ensuring pro-arrest policy.</li> <li>3. Providing feedback on all prosecutions to the victims</li> <li>4. Liaison with other service providers to enhance service provision.</li> </ol>	<ul style="list-style-type: none"> <li>• Increased reporting of domestic violence related offences</li> <li>• Increased satisfaction with An Garda Síochána.</li> <li>• Increased trust and communication between the victim and An Garda Síochána.</li> <li>• Increased perception that An Garda Síochána treats people</li> </ul>



## 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"> <li>1. Early investigation of all incidents reported involving sexual offending.</li> <li>2. Utilisation of Specialist Interviewers in all appropriate investigations.</li> <li>3. Compliance with the established organisational policy in this area.</li> <li>4. Appointment of Family Liaison Officers as appropriate.</li> </ol>	<ul style="list-style-type: none"> <li>• Increased reporting of sexual offences</li> <li>• Increased satisfaction with An Garda Síochána:</li> <li>• Increased trust</li> <li>• Continued engagement with victims during the investigation.</li> </ul>

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"> <li>1. Increase lifesaver offence detections</li> <li>2. Increase MIT breath tests performed and supervision of checkpoints</li> <li>3. Implement National Roads Policing Operations Plan</li> <li>4. Increase the use of both Dräger devices by testing drivers committing Road Traffic Offences for alcohol and drugs.</li> <li>5. Increase Road Transport and Tachograph detections with large Heavy Goods vehicles by engaging in multiagency Operations with the Road Safety Authority and Health and Safety Authority.</li> </ol>	<ul style="list-style-type: none"> <li>• Safer Roads, reduced road deaths and serious injuries</li> <li>• Increased satisfaction with An Garda Síochána:</li> <li>• Increased drug/driving detections.</li> <li>• Increased Road Transport detections.</li> <li>• Increased communications between An Garda Síochána and External agencies</li> </ul>

## Divisional Policing Plan

2.12 Road Safety Education & Awareness	
Activities	Outcomes
<ol style="list-style-type: none"> <li>1. Expand Roads Policing engagement with the Agricultural community with information meetings in Animal Marts and Farming Shows.</li> <li>2. Provide Roads Policing input with the Limerick City and County Council and stakeholders for the Limerick Road Safety Plan 2019-2021.</li> <li>3. Use of Social Media to highlight Roads Policing incidents and detections in Limerick and to provide the Public with Road Safety Information.</li> <li>4. Roads Policing to provide Road Safety talks with Secondary school Students.</li> </ol>	<ul style="list-style-type: none"> <li>• Increased satisfaction with An Garda Síochána:</li> <li>• Increased communication between An Garda Síochána and road users.</li> <li>• Increased educations and awareness among young road users</li> <li>• Increased visibility</li> </ul>

2.13 Event Management	
Activities	Outcomes
<ol style="list-style-type: none"> <li>1. Ensure detailed Operational Orders are prepared and delivered at each event.</li> <li>2. Ensure appropriate Policing requirements are provided</li> <li>3. Ensure that the safety of persons attending events is paramount.</li> <li>4. Ensure high visibility and crime patrols to detect crime</li> </ol>	<ul style="list-style-type: none"> <li>• Increased satisfaction with An Garda Síochána:</li> <li>• Increased engagement with the Community</li> <li>• Increased engagement with external agencies</li> <li>• Increased visibility</li> <li>• Reduced fear of crime / Increased feelings of safety</li> </ul>

### 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"> <li>Increased satisfaction with An Garda Síochána;</li> <li>Increased trust</li> <li>Improved perception of An Garda Síochána as: Managing crime locally &amp; nationally</li> <li>Reduced fear of crime / Increased feelings of safety</li> <li>Protect the Integrity of the State.</li> </ul>

## Divisional Policing Plan

3.2 Border Security & Cross Border Crime	
Activities	Outcomes
	<ul style="list-style-type: none"> <li>Increased satisfaction with An Garda Síochána:</li> <li>Increased trust</li> <li>Increased perception that An Garda Síochána is well managed</li> <li>Improved perception of An Garda Síochána as: Managing crime locally &amp; nationally</li> <li>Reduced fear of crime / Increased feelings of safety</li> </ul>

3.3 Major Emergency	
Activities	Outcomes
	<ul style="list-style-type: none"> <li>Improved perception of An Garda Síochána with external agencies.</li> <li>Increased trust</li> </ul>

#### 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"> <li>Continued District inspections and reviews in line with Garda policy on 59/2014.</li> <li>Identify areas for Inspection and issue recommendations where appropriate, ensure a follow up review.</li> </ol>	<ul style="list-style-type: none"> <li>To ensure the practice of good governance</li> <li>To ensure transparency and accountability</li> <li>Monitor Organisational performance</li> <li>Better management of risk</li> </ul>

##### 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"> <li>Continued risk management support staff training to staff members.</li> <li>Undertake regular reviews of systems and practices to ensure efficient use of staff, equipments and resources.</li> <li>Regular reviews of the risk register in line with the development and evaluation of the annual Policing Plan.</li> <li>Ensure all risk registers are submitted on a quarterly basis in compliance with risk management policy and procedures.</li> <li>Utilise organisational supports to add value to Divisional risk management</li> </ol>	<ul style="list-style-type: none"> <li>Improved workforce skills</li> <li>Ensuring good Governance</li> <li>Increased awareness of risk management</li> </ul>

## 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"><li>1. Ensure the ongoing management of all budgets within each District in the Division</li><li>2. Review monthly financial reports including Travel and Subsistence Allowance for each District with a focus on remaining in Budget.</li><li>3. Review with each Superintendent at fortnightly Divisional PAF meetings.</li><li>4. Monitoring the Towing contract management and procurement processes through quarterly meetings.</li></ol>	<ul style="list-style-type: none"><li>• Increased perception that An Garda Síochána is well managed</li><li>• Ensuring good Governance and financial management.</li></ul>

4.4 Data Quality	
Engaging in activities to support an improvement in organisational data quality	
Activities	Outcomes
<ol style="list-style-type: none"><li>1. District PAF offices to monitor the number of incidents created after 24 hours in order to address.</li><li>2. Circulate reports for Supervisors to address incidents with status of Review/Clarification</li><li>3. Circulate GISC unavailability and encourage staff to utilise GISC during optimum times</li></ol>	<ul style="list-style-type: none"><li>• Enhanced Data Quality</li><li>• Incidents reported in a timely manner within a 24hr period.</li><li>• Reduction in outstanding Review/Clarifications</li></ul>

## Divisional Policing Plan

4.5 Change Projects	
Training personnel in the use of new systems being implemented in the Division under A Policing Service For The Future (APSFF), improving the efficiency of our service.	
Activities	Outcomes
<ol style="list-style-type: none"><li>1. Support deployment of the file share platform Enterprise Content Management (ECM) in Q2 by securing training for all relevant personnel</li><li>2. Support deployment of the Computer Aided Dispatch (CAD) system in Q3, securing training for all relevant personnel</li><li>3. Secure Travel and Subsistence budget to ensure training can be attended by all personnel</li></ol>	<ul style="list-style-type: none"><li>• The implementation of a new search and file share.</li><li>• A secure facility to store documents</li><li>• An audit trail for documents</li><li>• A user friendly Information Technology Solution</li><li>• Enhanced efficiency of calls to service</li></ul>

4.6 Estate Management / Station Upkeep	
Create an enhanced working environment to optimise productivity.	
Activities	Outcomes
<ol style="list-style-type: none"><li>1. Replacement of Portacabins and improved locker facilities</li><li>2. Replacement of windows for Henry Street Garda Station</li></ol>	<ul style="list-style-type: none"><li>• Enhanced working environment to increase Productivity</li><li>• Happier and positive work environment</li><li>• Improved perception of An Garda Síochána</li></ul>

## 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"> <li>1. All members trained and actively engaging in the PALF process</li> <li>2. Managers effectively manage the PALF process throughout the year</li> <li>3. Annual Individual Review to be held with each staff member.</li> <li>4. Inspectors to conduct unit briefings</li> </ol>	<ul style="list-style-type: none"> <li>• Increased staff motivation</li> <li>• Increased satisfaction with An Garda Síochána:</li> <li>• Increased awareness of District Policing Plan</li> <li>• Increased communication between staff and Supervisors and Management</li> </ul>

### 5.2 Health and Safety Compliance & Promotion

Providing a safe working environment for all Garda Staff and mechanism for review and rectification where appropriate.

Activities	Outcomes
<ol style="list-style-type: none"> <li>1. Raise members awareness regarding 6 C's first responders safety principals</li> <li>2. Raise staff awareness regarding the utilisation of their Personal Protective Equipment.</li> <li>3. Ensuring a Safe working environment for all staff members.</li> <li>4. Review quarterly Divisional Health and Safety Committee Meetings.</li> </ol>	<ul style="list-style-type: none"> <li>• Listens to staff concerns</li> <li>• Increased trust between staff and management</li> <li>• Increased awareness of first responder safety principals.</li> </ul>



## 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"> <li>1. Appointment of a wellness contact person</li> <li>2. Implement wellness initiatives</li> <li>3. Conduct Employee Assistance Service briefings</li> <li>4. Absence management visits and contacts conducted and recorded.</li> </ol>	<ul style="list-style-type: none"> <li>• Increased communication with staff and management</li> <li>• Increased trust</li> <li>• Increase in staff motivation</li> <li>• Greater Governance on staff non-effectiveness</li> </ul>

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"> <li>1. Civilianisation of suitable roles to maximise available Garda personnel</li> <li>2. Reallocation of personnel to operational policing duties upon allocation of Garda staff</li> <li>3. Prepare a Garda Staff Training Induction Course and ensure delivery</li> </ol>	<ul style="list-style-type: none"> <li>• Increased satisfaction with An Garda Síochána:</li> <li>• Increased Community engagement</li> <li>• Increase in operational Gardai</li> <li>• Increased visibility</li> </ul>

5.5 Garda Reserve Utilisation	
The Utilisation of Garda Reserves for an enhanced Policing Service	
Activities	Outcomes
<ol style="list-style-type: none"> <li>1. Communicate and engage with Garda Reserves to ensure availability</li> <li>2. Promote the Garda Reserves role through community engagement and events</li> <li>3. Conduct annual Garda Reserve meetings with Garda Management</li> </ol>	<ul style="list-style-type: none"> <li>• Increased visibility</li> <li>• Increased Community Engagement</li> <li>• Increased trust</li> <li>• Reduced fear of crime / Increased feelings of safety</li> </ul>

## Divisional Policing Plan




5.6 Training Initiatives	
To ensure Staff receive the required training to develop them in their current role.	
Activities	Outcomes
<ol style="list-style-type: none"><li>1. Completion of online youth referral e-learning course</li><li>2. Completion of ECM Training</li><li>3. Completion of the core programme and local CPD Training initiatives</li><li>4. Completion of refresher training as per policy</li></ol>	<ul style="list-style-type: none"><li>• Increased engagement with personnel</li><li>• Increased trust</li><li>• A better skilled workforce</li><li>• Increased knowledge</li></ul>

5.7 Reducing Complaints / GSOC Local initiative	
To ensure a more prompt resolution to customer dissatisfaction.	
Activities	Outcomes
<ol style="list-style-type: none"><li>1. Overall improvement in satisfaction levels and customer experience</li><li>2. Complaints dealt with in an effective and efficient manner</li><li>3. A prompt appraisal of service level issues and complaints</li></ol>	<ul style="list-style-type: none"><li>• Increased engagement with personnel</li><li>• Improvement of incidents of Discourtesy</li><li>• Reinforcing the Garda Code of Ethics</li><li>• Reduction in number of Investigations</li><li>• Improved relations between the Garda and the complainant</li><li>• Stress on staff awaiting outcomes of investigations greatly reduced</li></ul>

## 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

Increased engagement with Ethnic Groups and An Garda Síochána

Activities	Outcomes
<ol style="list-style-type: none"> <li>1. Full training for all available staff in the Code of Ethics</li> <li>2. Oversight and governance of the Human Right's legislation in respect of all engagements with the public.</li> <li>3. Divisional and District inspections to ensure all governance issues are examined with a focus on Ethics and Human Rights.</li> </ol>	<ul style="list-style-type: none"> <li>• Increased trust</li> <li>• Increased perception that An Garda Síochána treats people equally</li> <li>• Improved perception of An Garda Síochána as: Helpful &amp; Community focussed</li> <li>• Increased visibility</li> </ul>

## 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 victimises a person for speaking up.

### Additional Commitments of Managers

An Garda Síochána: Ag Coinneáil Daoine Sábháilte - 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.