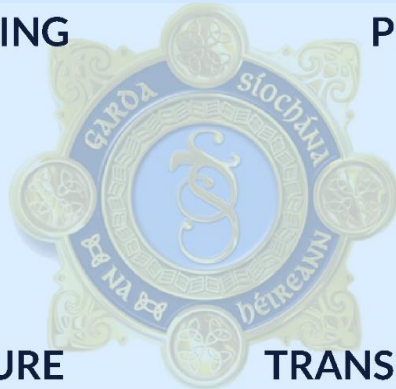


AN GARDA SÍOCHÁNA

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

Louth 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

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

It is my pleasure to present the Louth Garda Division Policing Plan for 2019. This plan establishes the policing priorities for the coming year. This plan demonstrates the priorities and performance targets determined in consultation with the Policing Authority. The plan focuses on delivering in five main policing area;

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 Louth Garda Division and adapted to meet the specific needs of the urban and rural communities in County Louth along with the policing challenges presented by the cross border mobility of criminals and dissidents. As Divisional Officer, it is my priority that all members of An Garda Síochána in the Louth Division to work with the community we serve, to provide an open, transparent and effective policing service.

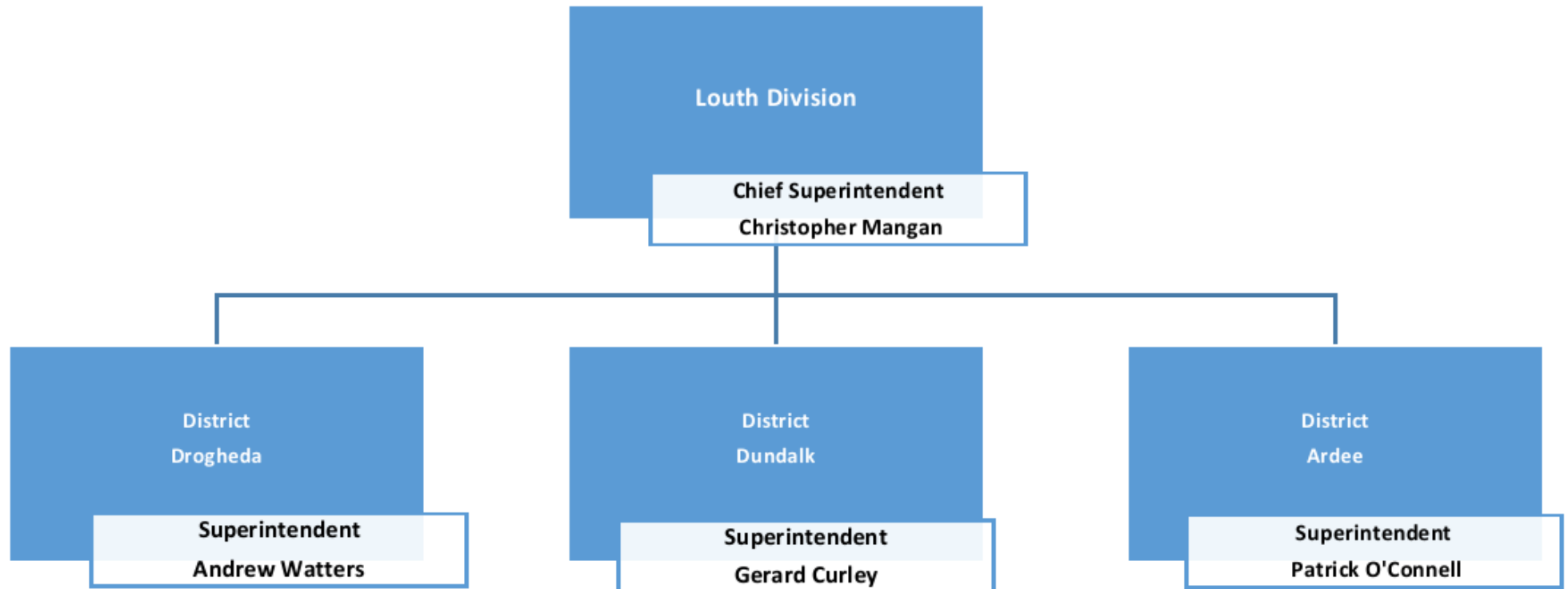
In preparing the 2019 Divisional Policing Plan, I have consulted with Louth Joint Policing Committees to ensure our positive work together has a strategic operational plan to allow us achieve our collective goals. An Garda Síochána is committed to our public service positive duty obligations under section 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.

Within the Louth Garda Division, we have shown that we have the determination, skilled personnel and the ability to successfully confront and challenge those organised criminal groups who have the potential to bring such destruction to local communities. With a continual use of all local, regional and national resources, I commit to continuing to confront and challenge those who threaten our communities.

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. Your interaction is valued and you can contact me at Drogheda Garda Station on 041-9874211 or by email at Droghedadv@garda.ie

Chief Superintendent Christopher Mangan

Our People & Organisation



Divisional Policing Plan

Stations within the Division

Station	District & Superintendent	Telephone
Drogheda	Drogheda- Superintndent A. Watters	041 9874200
Clogherhead	Drogheda- Superintndent A. Watters	041 9822222
Dunleer	Drogheda- Superintndent A. Watters	041 6851202
Ardee	Ardee-Superintendent P. O'Connell	041 6853222
Castlebellingham	Ardee-Superintendent P. O'Connell	042 9372205
Collon	Ardee-Superintendent P. O'Connell	041 9826102
Louth	Ardee-Superintendent P. O'Connell	042 9374102
Dundalk	Dundalk- Superintendent G. Curley	042 9388400
Carlingford	Dundalk- Superintendent G. Curley	042 9373102
Dromad	Dundalk- Superintendent G. Curley	042 9358680
Hackballscross	Dundalk- Superintendent G. Curley	042 9377142
Omeath	Dundalk- Superintendent G. Curley	042 9375175
Blackrock	Dundalk- Superintendent G. Curley	042 9322194

1) Community Policing

Providing visible, responsive policing services tailored to community needs

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

Perception of crime as a very serious or serious problem	↓	Satisfaction with AGS. We listen to and response to community concerns	↑	Perception that AGS treats all people equally	↑
Garda visibility	↑	Perception that An Garda Síochána is helpful & community focussed	↑	Perception that An Garda Síochána is managing crime locally	↑

1.1 Engaging with Communities (Inc. JPC Engagement)

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

Activities	Outcomes
<ol style="list-style-type: none"> 1. Provide accurate, timely and engaging information to the public through a variety of media channels 2. Increased High Visibility Foot and Mobile Patrols in the vicinity of Schools, Businesses and Licensed Premises at peak times. 3. Establishment of Community Policing Partnerships in Co Louth in association with respective Joint Policing Committees. 4. Central co-ordination of Neighbourhood Watch, Community Alert, Business Watch & Hospital Watch. 	<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 in An Garda Síochána. • Increased perception that An Garda Síochána treats people equally • Improved perception of An Garda Síochána as helpful & Community focussed. • Reduced fear of crime / Increased feelings of safety • Increased visibility.
Responsibility: Each District Officer, Inspector Archbold, Each Community Policing Sergeant	

Divisional Policing Plan

Divisional Policing Plan

1.2 Anti-Social Behaviour, Public Order & High Visibility Policing	
Providing a visible responsive proactive policing service, targeting antisocial behaviour/public order hotspots to improve quality of life for residents and visitors	
Activities	Outcomes
<ol style="list-style-type: none"> 1. Increase the enforcement of Anti-Social Behavioural Warnings. 2. Utilise the services of the Garda Crime Analyst to provide temporal and spatial reviews of anti-social incidents in the Louth Division. 3. Continue to Tackle Anti-Social Behaviour and Public Disorder in hotspots such as Carlingford, Dundalk & Drogheda by high visibility patrols at peak times. 4. Strict bail conditions to be set regarding anti-social/public order offenders. 	<ul style="list-style-type: none"> • Build trusting relationships with local communities, in particular minority and diverse groups and increase opportunities for positive engagement with younger people. • Issuing of Anti Social Behavioural Warnings to be increased by 2.%. • Increased feelings of safety for the local community and visitors to Co. Louth. as measured by the Public Attitudes Survey. • Increased visibility in public order hotspots.
Responsibility: Each District Officer	

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

Divisional Policing Plan

<ol style="list-style-type: none"> 1. Proactive engagement with community stakeholders working with minorities and the most vulnerable in our community. 2. Engage Older Persons Forums in Co. Louth to further reach out to older persons in our community. 3. Continued Liaisons with Ethnic Minority Groupings to ensure all persons feel comfortable accessing An Garda Síochána in the Louth Division. 	<ul style="list-style-type: none"> • Increased satisfaction in An Garda Síochána • Increased trust in An Garda Síochána. • Increased perception that An Garda Síochána treats people equally
Responsibility: Each District Officer, Inspector Archbold, Each Community Policing Sergeant	

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. To continue to promote and implement the Garda Schools Programme in urban and rural areas. 2. To continue to welcome Transition Year Students on Work Experience to designated centres. 3. Continue to support the local youth groups in respective Districts. 	<ul style="list-style-type: none"> • Encourage positive interactions with children and young people. • Continue to improve community relations. • To encourage more young people to consider a career in An Garda Síochána.
Responsibility: Each District Officer, Inspector Archbold, Each Community Policing Sergeant	

1.5 National Drug Strategy
Engagement with Divisional & District support centres for drug addiction.

Divisional Policing Plan

Activities	Outcomes
<ol style="list-style-type: none"> 1. Liaison Inspector to proactively engage with community based support centres for tackling drug addiction. 2. Provide advice in relation to particular threats or instances of intimidation & provide practical safety information. 3. Provide information on appropriate drug support services for the individual in the family who is accruing drug debts. 	<ul style="list-style-type: none"> • Continue to address community concerns. • Increased trust in An Garda Síochána. • Encourage the public to seek the assistance of An Garda Síochána. • To assist families involved in drug related intimidation.
Responsibility: Each District Officer, Inspector Carey	

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 Increase in Detective Gardai appointments in the Louth Division. 2 Managing crime utilising the Performance and Accountability Framework 	<ul style="list-style-type: none"> • Increased satisfaction with An Garda Síochána:

Divisional Policing Plan

3 Engaging with regional crime management structures 4 Reviewing undetected crime 5 Identifying and addressing reasons for non-detection of incidents 6 Ensuring mandatory investigative actions are completed 7 Enhancing the use of Crime Scene Investigation 8 Ensuring bail and curfew compliance 9 Management of Offenders in line with SAOR policy 10 Utilising forensic evidence 11 Utilising CCTV evidence 12 Implementation of national assault reduction plan initiatives 13 Leveraging the benefits of crime analysis services	<ul style="list-style-type: none"> • Decrease incidents of Burglaries in the Louth Division. • Increase detection rates of burglaries by 2% • Decrease incidents of Robberies in the Louth Division. • Increase detection rates of robberies by 2%. • Decrease incidents of Assaults in the Louth Division. • Increase detection rates of assaults by 2%.
Responsibility: Each District Officer, Each D/Inspector, Each D/Sergeant	

2.2 Crime Prevention	
Reduce the incidence of crime through education, awareness and community collaboration	
Activities	Outcomes
1. Hold two (2) Crime Prevention days of Action in accordance with the National Supporting Safer Communities Campaign 2. Conduct two(2)high visibility Days of Action in Conjunction with Specialist Units 3. Implement National Crime Prevention & Reduction Strategy initiatives as communicated by CEPS	<ul style="list-style-type: none"> • Reduced possibility of being a victim of crime. • Provide an Increased feeling of safety to the public. • Increased visibility of An Garda Síochána interacting with the public.
Responsibility: Each District Officer, Each D/Inspector, Sergeant V. Jackson Crime Prevention Officer	

Divisional Policing Plan

2.3 Controlled Drugs	
Enforcement of drugs legislation, focussed on the sale and supply of controlled drugs	
Activities	Outcomes
<ol style="list-style-type: none"> 1. Operation Stratus to identify prolific local criminals based on analytic and evidential information resulting in the implementation of targeted Policing Initiatives to tackle the sale & supply of drugs in the Louth Division. 2. Increase Drugs Unit Strengths. 3. The focused targeting of drug related offences through intelligence led operations, education and crime prevention. 	<ul style="list-style-type: none"> • Increase of Drug Offences Detections by 5% in the Louth Division. • Increase drug searches by 5% in the Louth Division. • Continued focus given to the suppliers of illegal drugs in the Louth Division.
Responsibility: Each District Officer, Each D/Inspector, Each D/Sergeant	

2.4 Organised Crime (including firearms offences, Human Trafficking and European Arrest Warrants) <Redact from published plans>	
[Redacted]	
[Redacted]	[Redacted]
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Divisional Policing Plan

2.5 Criminal Intelligence (Including CHIS)* <Redact from published plans>	
[Redacted]	
Activities	Outcomes
[Redacted]	<ul style="list-style-type: none"> • [Redacted] • [Redacted] • [Redacted] • [Redacted]
[Redacted]	

2.6 Offender Management & Recidivism (including Child Diversion & SAOR)	
A reduction in offending through the effective implementation of SAOR and Child Diversion policies	
Activities	Outcomes
<ol style="list-style-type: none"> 1. Implementing a robust governance system to monitor Juvenile Liaison Referrals. 2. Continue case management training for members. 3. Implementation of J-ARC & SAOR initiative. 	<ul style="list-style-type: none"> • Reduced recidivism in the Louth Division. • Increase in Garda members trained as Case Managers.

Divisional Policing Plan

4. Identify repeat offenders with the assistance of the Garda Síochána Analysis Service.	<ul style="list-style-type: none"> • Reduced fear of crime / Increased feelings of safety. • Create a comprehensive database of repeat offenders in the Louth Division.
Responsibility: Each District Officer, Each D/Inspector, Each D/Sergeant, Sergeant I/C CPD	

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. Support given to Victims of Crime by Divisional Victims Service Office to be maintained at current High Levels. 2. Victim call-backs to Domestic Violence victims to be increased and captured in the Victim Engagement Tab on the Pulse System. 3. Continue to implement the EU Directive on Victims Rights & the Criminal Justice (Rights of Victims Legislation). 4. We will increase the proportion of completed victim assessments which are made within 3 days of reporting to 85% (PP) 	<ul style="list-style-type: none"> • Increased trust. • Increased victim satisfaction. • Increased satisfaction with An Garda Síochána. • Improved records of victim engagement. <p>Reduced fear of crime / Increased feelings of safety</p>
Responsibility: Each District Officer, Garda McGuire Garda Victims Service Office	

2.8 Missing Persons

Divisional Policing Plan

Effective management of all missing persons cases in compliance with Garda policy	
Activities	Outcomes
<ol style="list-style-type: none"> Missing Children from Care protocols monitored & implemented. Families of Missing persons invited to Annual Missing Persons Support Event. Appointed Liaison Inspector to ensure Investigations into Missing Persons are conducted in accordance with organisational policies Briefing to be held with all Core, Non Core & Specialist Units in relation to Missing Person Protocols in each District 	<ul style="list-style-type: none"> Increased satisfaction with An Garda Síochána. Continued high standard of coordination of missing person incidents. Increased trust Reduced fear of crime / Increased feelings of safety Increased perception An Garda Síochána is well managed Improved perception of An Garda Síochána.
Responsibility: Each District Officer, Inspector L. Archbold	

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

Divisional Policing Plan

<ol style="list-style-type: none"> 1. Providing in person call-backs to domestic violence victims. 2. Ensure Call Back to Victim and that information regarding Support Services is provided to the Victim. 3. Ensure an arrest, charge & court appearance policy where a criminal offence is disclosed. 	<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
Responsibility: Each District Officer, D/Inspector J O'Flaherty	

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. Supporting implementation of the COSC Second National Strategy on Domestic, Sexual and Gender- based violence 2016-2021 in collaboration with partner agencies. 2. Divisional Protective Service Unit to continue to provide an empathetic responsive service to all victims of sexual crime, in line with Garda Policy and Legislation. 3. Increase the number of members trained in Human Trafficking. 	<ul style="list-style-type: none"> • Increased reporting of sexual offences. • Increased perception that An Garda Síochána treats people equally • Improved perception of An Garda Síochána. • Increase the number of detections in Human Trafficking in the Louth Division.
Responsibility: Each District Officer, D/Inspector J O'Flaherty	

Divisional Policing Plan

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 by 5% 2. Increase MIT breath tests performed by 5% 3. Implement National Roads Policing Operations Plan 4. Work in partnership with other agencies including the Road Safety Authority, Transport Infrastructure Ireland, and Road Safety Officers in local authorities to reduce road deaths and serious injuries 5. Increase Roads Policing Unit Strengths in the Louth Division. 6. A reduction in the FCN recording delay to less than 16 days on average per month for manually issued FCN records (PP) 	<ul style="list-style-type: none"> • Safer Roads, reduced road deaths and serious injuries • Decrease the number of fatal road traffic collisions and serious injury road traffic collisions in the Louth Division. • Increased satisfaction with An Garda Síochána. • Listens/responds to community concerns • Increased visibility on our roads in the Louth Division.
Responsibility: Each District Officer, Inspector R. Carey, Each Roads Policing Sergeant	

2.12 Road Safety Education & Awareness	
To Encourage and Promote Awareness of Road Safety and its dangers.	
Activities	Outcomes
<ol style="list-style-type: none"> 1. Effective communication of road safety messages with road users via social media and Louth Divisional media outlets. 2. Conduct one (1) Road Safety Awareness Open Day in conjunction with the Road Safety Authority. 3. Participation in Multi Agency initiatives & Checkpoints. 	<ul style="list-style-type: none"> • Promote awareness of road safety in the Louth Division. • Decrease the number of Road Collisions by 2%. • Positive interactions between the Roads Policing Units and the public. • Educate young persons on the dangers on Irish Roads.

Divisional Policing Plan

Responsibility: Each District Officer, Inspector R. Carey, Each Roads Policing Sergeant

2.13 Event Management

A High Standard of Event Management & Coordination to ensure public safety

Activities

1. All major events in the Division to be planned for in advance and in conjunction with event organisers.
2. Finance to be recouped for non-public duty and agreed in advance with event organisers.
3. Consideration to be given to objecting to Licenses/strict conditions attached where events have previously had public order issues.

Outcomes

- Increased quality and efficiency of event management.
- Increase level of public safety while attending major events.
- Reduced fear of crime / Increased feelings of safety during major events.
- Improved cost effectiveness in coordinating major events.

Responsibility: Each District Officer

3) A Secure Ireland

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

<Redact from published plans>

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 <Redact from published plans>	
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[Redacted]	[Redacted]
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Divisional Policing Plan

3.2 Border Security & Cross Border Crime <Redact from published plans>	
[Redacted]	
Activities	Outcomes
[Redacted]	[Redacted]
[Redacted]	[Redacted]
[Redacted]	[Redacted]
[Redacted]	[Redacted]
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[Redacted]	[Redacted]
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3.3 Major Emergency Management <Redact from published plans>	
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Activities	Outcomes
[Redacted]	[Redacted]
[Redacted]	[Redacted]
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Divisional Policing Plan

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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. Participate in training provided by the Garda Professional Standards Unit in new policy and procedures. Conduct and Submit Inspection and Review Templates within the specified period. 	<ul style="list-style-type: none"> Identify corporate risks to An Garda Síochána in the Louth Division. Be in a position to implement strategies to address risks identified. Improve the manner in which Inspection and Reviews are submitted on the Garda Portal.
Responsibility: Divisional Officer, Each District Officer	

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. 	<ul style="list-style-type: none"> The appropriate management of risks in the Louth Division. Identify if progression is being attained in nominated areas of risk.

Divisional Policing Plan

4. Ensure all risk registers are submitted on a quarterly basis in compliance with risk management policy and procedures.	<ul style="list-style-type: none"> • Positive interactions with organisational supports to develop Divisional Risk Management. • Timely submission of Divisional & District Risk Registers.
Responsibility: Divisional Officer, Each District Officer	

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. Ensure the ongoing, dynamic management of all budgets within the District 2. Review financial reports in each District. 3. Monthly reviews with Finance Officers to focus on controllable costs (OT, T&S, other non-pay related costs) 4. Continued monitoring Towing contract management and associated costs. 	<ul style="list-style-type: none"> • The provision of a high standard policing service within budget. • The identifying and eliminating of avoidable expenditure. • Financial review information which enables informed decision making going forward.
Responsibility: Divisional Officer, Each District Officer	

4.4 Data Quality	
Engaging in activities to support an improvement in organisational data quality	
Activities	Outcomes
<ol style="list-style-type: none"> 1. Reducing the number of incidents created after 24 hours 2. Reducing by 2% the number of incidents with status of Review/Clarification 	<ul style="list-style-type: none"> • Eliminating of duplication of CAD/Pulse Incidents.

Divisional Policing Plan

<p>3. Reducing the number of incidents created manually.</p> <p>4. GPS recording for all Indictable & Road Traffic Collisions.</p>	<ul style="list-style-type: none"> • Provision of current information regarding incidents on Pulse. • Reduction of review clarification. • Improvement of organisational data quality.
<p>Responsibility: Each District Officer, Each Sergeant</p>	

4.5 Change Projects	
Introduction of MRP Projects in the Louth Division to improve organisational efficiency.	
Activities	Outcomes
<p>1. Introduction of CAD System in the Louth Division.</p> <p>2. Have all members suitable trained in the operational aspect of CAD.</p> <p>3. Introduction of ECM in the Louth Division.</p> <p>4. Appoint a Liaison Inspector to oversee the introduction of CAD & ECM.</p> <p>5. Have a number of support staff trained in each District to ensure a smooth role out.</p>	<ul style="list-style-type: none"> • Improved operational service to the public. • Improved safety measures for members. • Improved efficiency in electronic data management. • To be self sufficient in ensuring a smooth role out of CAD and ECM in the Louth Division.
<p>Responsibility: Each District Officer, Inspector Monaghan</p>	

4.6 Estate Management / Station Upkeep
To improve the standards of estate management throughout the Louth Division.

Divisional Policing Plan

Activities	Outcomes
<ol style="list-style-type: none"> 1. Divisional Procurement Committee to meet with contractors to ensure service standards are met. 2. Procurement Committee to meet prior to renewal of contracts. 3. Detailed reports to be provided by Districts outlining issues regarding Estate Management/Tendering 	<ul style="list-style-type: none"> • Enhanced working environment • Improved perception of An Garda Síochána as well managed
Responsibility: Divisional Officer, Each District Officer, Divisional Tendering Committee	

5) Our People: Our Greatest Resource

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

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

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

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

Activities	Outcomes
<ol style="list-style-type: none"> 1. All members trained in the PALF process 2. Managers effectively manage the PALF process throughout the year. 3. Face to face management briefings at shift overlaps and briefing periods 4. Development of content of 15 minute briefing periods to include significant threats to members and the public safety. 	<ul style="list-style-type: none"> • All members in a position to engage with PALF • An opportunity to engage closely with front line members. • An opportunity to develop members goals and ambitions within An Garda Síochána. • Increase safety of operational members.

Responsibility: Divisional Officer, Each District Officer, Each Supervisor

5.2 Health and Safety Compliance & Promotion

Ensure compliance of Health & Safety Policies to ensure personal & public safety.

Divisional Policing Plan

Activities	Outcomes
<ol style="list-style-type: none"> 1. Raise members awareness regarding 6 C's first responders safety principals. 2. Increase the number of members and Garda Staff trained in Occupational First Aid. 3. Cause Occupational First Aid Recertifications to be carried out on time. 4. Conduct quarterly Divisional Health & Safety Committee Meetings. 	<ul style="list-style-type: none"> • Improved awareness of first responders at critical incidents. • Increased capabilities of members regarding administering first aid. • Identify health & safety issues and address concerns.
Responsibility: Divisional Officer, Each District Officer	

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. Appointing a Divisional wellness champion/ contact person. 2. Arranging of a Divisional Wellness Event. 3. Briefing to be arranged for all staff with newly appointed Employee Assistance Officer. 4. Encourage the use of the Employee Assistance Service. 5. Absence management call backs to be conducted and recorded within permitted timeframe. 	<ul style="list-style-type: none"> • Increase awareness of colleagues requiring assistance. • Improved awareness of our employee officer and his functions. • Improved absence management. • Creating wellness awareness in the Louth Division.
Responsibility: Divisional Officer, Each District Officer	

5.4 Civilianisation
Identification of roles suitable for civilianisation and reallocation of personnel to operational policing duties

Divisional Policing Plan

Activities		Outcomes
1.	Civilianisation of suitable roles to maximise available Garda personnel.	• Increased number of front line operational members.
2.	Reallocation of personnel to policing duties upon allocation of Garda staff.	• Increased visibility on our streets.

5.5 Garda Reserve Utilisation		
Fully utilise the functioning capabilities of the Garda Reserve.		
Activities		Outcomes
1.	Encourage the deployment of Garda Reserve for operations and major events.	• Increased number of Garda Reserve recruitment.
2.	Promote the recruitment of Garda Reserve through community engagement.	• Reduction in overtime requirements in the Louth Division.
3.	To utilise Garda Reserve for the policing of public order hotspots in the Louth Division.	• Increased visibility.
4.	Proactive engagement with the Garda Reserve to incorporate them in the policing of the Louth Division.	• Reduction in street crime.
		• Reduction in public order incidents.
Responsibility: Each District Officer, Inspector Monaghan		

5.6 Training Initiatives		
To become a better skilled workforce in the Louth Division.		
Activities		Outcomes
1.	Completion of online youth referral e-learning course	• A better skilled workforce in the Louth Division.
2.	Local CPD Training initiatives to be developed.	• Identification of training needs.
		• Provide necessary training through local CPD.

Divisional Policing Plan




3. Divisional training needs assessment and application for courses at Divisional (CPD) and national (Garda College) level.	
Responsibility: Divisional Officer, Each District Officer, D/Inspector O'Flaherty	

5.7 Reducing Complaints / GSOC Local	
To reduce the levels of complaints in the Louth Division.	
Activities	Outcomes
<ol style="list-style-type: none"> 1. Deploy additional Inspectors to each district. 2. Deploy additional Sergeants to each district. 3. Continue to encourage a professional work ethic in the Louth Division. 	<ul style="list-style-type: none"> • Increased level of supervision for operational members. • The provision of guidance to less experienced members. • Improved public perception of An Garda Síochána.
Responsibility: Divisional Officer, Each District Officer, Each Supervisor	

6) A Human Rights Foundation

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

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

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

To embed the code of ethics and importance of Human Rights throughout the Louth Division.

Activities	Outcomes
<ol style="list-style-type: none"> Continue to embed the ethos of the Garda Code of Ethics by our actions. Ensure victims of crime are made aware of their rights as soon as possible. Continue to treat suspects with dignity and respect. Continue to protect the integrity of An Garda Síochána by opposing unprofessional and unethical behaviour. 	<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
Responsibility: All sworn Garda Members & all Garda Staff	

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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• 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.