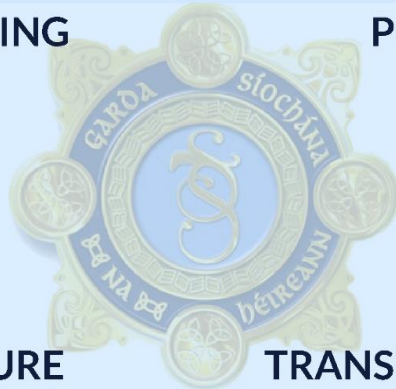


# AN GARDA SÍOCHÁNA

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

## Mayo Divisional Policing Plan 2019

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## An Garda Síochána Strategy 2019 – 2021:

Our Mission - Keeping People Safe

### GARDA SÍOCHÁNA MISSION & STRATEGY 2019 - 2021

#### OUR PEOPLE - OUR GREATEST RESOURCE

Continuous Professional  
Development

Strong Visible  
Leadership

Employee  
Wellness

Resource  
Deployment

#### COMMUNITY POLICING

Partnership Development  
Protecting the Vulnerable  
Listening & Responding  
Visible Policing

#### PROTECTING PEOPLE

Reducing Crime & the Fear of Crime  
Information-led Policing  
Investigation Standards  
Supporting Victims  
Road Safety

National Security  
International Co-operation  
Security & Intelligence Capacity

#### A SECURE IRELAND

Technology  
Data Quality  
Communication  
Operating Model  
Governance, Accountability &  
Transparency

#### TRANSFORMING OUR SERVICE

Human Rights Strategy

A Learning Culture

Equality and Ethics

#### A HUMAN RIGHTS FOUNDATION

KEEPING  
PEOPLE SAFE

## Divisional Officer's Foreword

*I am pleased to present An Garda Síochána's Policing Plan for 2019 for the Mayo Garda Division. The Mayo Division has been chosen as one of the 4 Garda Divisions that is piloting a new concept of policing for this country called the Divisional Policing Model (DPM). The model is devised to restructure four Divisions from the district model to divisional model with specialised hubs. The aim of the newly established Divisional Policing Model is to increase visibility which by extension will enhance greater community engagement and public safety, professionalise services to support operational policing and improve performance and accountability through stronger governance, leadership and supervision. It gives us as an organisation a wonderful opportunity to grasp the benefits of the initiative and provide the people of Mayo with a wider community focus, more professional personnel in addition to an all-inclusive and suitably equipped police service.*

*During 2019 our focus will be on the 6 pillars of which our Divisional Policing plan is grounded: Community Policing, Protecting People, A secure Ireland, Transforming our service, our people – our greatest resource and a Human Rights foundation.*

### **Community Policing:**

*Community Policing is the foundation of what all police work is about and has been to the forefront of policing in Ireland since the foundation of An Garda Síochána. A fulltime Community Policing Unit will be established during 2019 which will service all parts of Mayo. The establishment of the unit will enhance our valued relationship with the community we serve.*

### **Protecting People:**

*We will continue to offer the best level of protection we can to all persons whether it be in their own homes, on our roads or in their communities. With continued emphasis on training our members will become more competent and professional in dealing with all crimes against the person. Continued support for victims of crime will remain our priority as we perform our daily duty.*

### **A Secure Ireland:**

*An Garda Síochána in Mayo will continue to protect our people from domestic and international threats. We will continue to work with our National units, other state bodies and partner agencies in order to remain vigilant and prepared for every eventuality.*

## Divisional Policing Plan

### **Transforming Our Service:**

*As a pilot division for the Divisional Policing Model we are to the forefront of change and transformation in the way we deliver a police service. Greater interaction with the community through our Community Policing unit in addition to robust governance and oversight to our performance will transform our force, provide an enhanced policing service and provide greater accountability.*

### **Our People our Greatest Resource:**

*It is reassuring for me as the Divisional Officer for Mayo to have experienced, competent and professional staff as part of the policing team. My senior management team and I will continue to engage with all staff in a supporting manner through the implementation of on the job training initiatives. In addition, we will invest more time in the welfare of our staff.*

### **A Human Rights Foundation:**

*We as a police force will continue to ensure we are an organisation that is all inclusive which continues to serve and protect each and every member of society. My staff and I are fully committed to abiding by and promoting our code of ethics and showing respect to all the people. 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.*

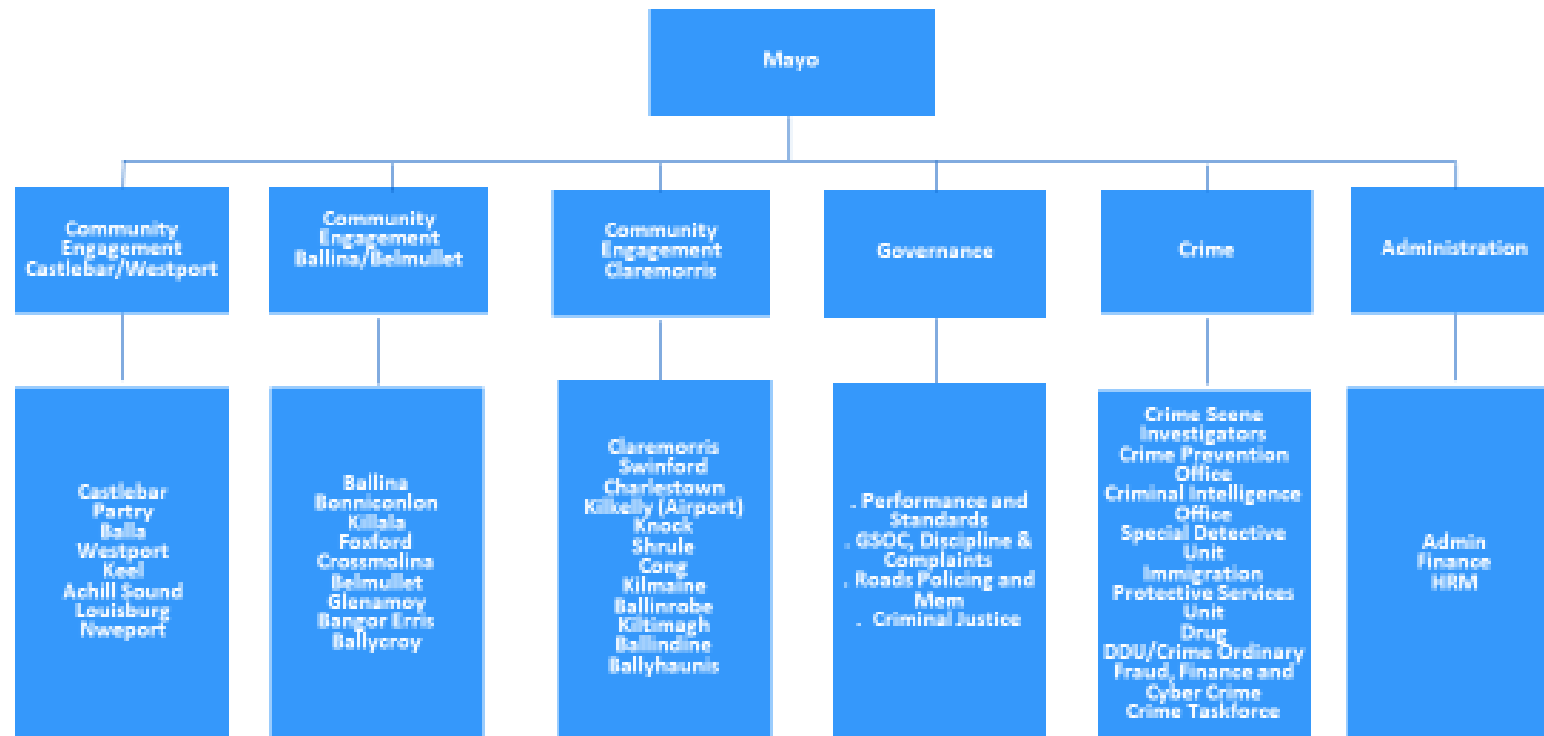
*I am confident through the committed staff in An Garda Síochána in Mayo that we will continue to deliver an excellent police service to all in 2019.*

*Patrick Diskin*

*Chief Superintendent*



## Mayo Structure



## Divisional Policing Plan

### Stations within the Division

Station	District & Superintendent	Opening Hours	Telephone
<b>Castlebar</b>	<b>Community Engagement – Superintendent Kevin Gately</b>		
Castlebar	Castlebar – Superintendent Kevin Gately	24/7	(094)9038200
Partry	Castlebar – Superintendent Kevin Gately	*Monday to Saturday 10.00-12.00 19.00-21.00	(094)9543002
Balla	Castlebar – Superintendent Kevin Gately	*Monday to Friday 11.00 – 13.00	(094)9365002
<b>Westport</b>	<b>Community Engagement – Superintendent Kevin Gately</b>		
Westport	Westport – Superintendent Kevin Gately	24/7	(098) 50230
Keel	Westport – Superintendent Kevin Gately	*Monday to Sunday 10.00 – 13.00	(098) 43102
Achill Sound	Westport – Superintendent Kevin Gately	*Monday to Sunday 10.00 – 13.00	(098)20830
Louisburgh	Westport – Superintendent Kevin Gately	*Monday to Sunday 10.00 – 13.00	(098) 66055
Newport	Westport – Superintendent Kevin Gately	*Monday to Sunday 10.00 – 13.00	(098) 41102

### Divisional Policing Plan

Station	District & Superintendent	Opening Hours	Telephone
<b>Ballina</b>	<b>Community Engagement – Superintendent Joe Doherty</b>		
Ballina	Ballina – Superintendent Joe Doherty	24/7	(096)20560
Crossmolina	Ballina – Superintendent Joe Doherty	*Mon to Sat 10.00 – 12.00 19.00 – 21.00	(096)31371
Foxford	Ballina – Superintendent Joe Doherty	*Mon to Sat 10.00-12.00	(094)9256102
Killala	Ballina – Superintendent Joe Doherty	*Mon to Sat 10.00 – 13.00	(096)32111
Bonniconlon	Ballina – Superintendent Joe Doherty	*Mon to Sat 10.00 – 13.00	(096)45002
<b>Belmullet</b>	<b>Community Engagement – Superintendent Joe Doherty</b>		
Belmullet	Belmullet – Superintendent Joe Doherty	24/7	(097) 81910
Gleann na Muaidhe (Glenamoy)	Belmullet – Superintendent Joe Doherty	*Mon to Sat 10.00-13.00 Sun 12.00 – 14.00	(097) 87844
Bangor Erris	Belmullet – Superintendent Joe Doherty	*Mon to Sat 10.00 – 13.00 Sun 10.00 – 12.00	(097) 83462
Ballycroy	Belmullet – Superintendent Joe Doherty	*Mon to Sat 10.00 – 13.00 Sun 10.00 – 12.00	(098) 49132



### Divisional Policing Plan

Station	District & Superintendent	Opening Hours	Telephone
<b>Claremorris</b>	<b>Community Engagement – Superintendent Gabriel Moran</b>		
Claremorris	Claremorris – Superintendent Gabriel Moran	24/7	(094) 9372080
Swinford	Claremorris – Superintendent Gabriel Moran	*Mon to Sat 10.00 – 12.00	(094)92 52990
Charlestown	Claremorris – Superintendent Gabriel Moran	*Mon to Sat 10.00 – 12.00	(094)92 54104
Kilkelly (IWAK Airport)	Claremorris – Superintendent Gabriel Moran	*Mon to Sat 10.00 – 12.00	(094)93 67002
Knock	Claremorris – Superintendent Gabriel Moran	*Mon to Sat 10.00 – 13.00	(094)93 88102
Shrule	Claremorris – Superintendent Gabriel Moran	*Mon to Sat 16.00 – 17.00	(093) 31292
Cong	Claremorris – Superintendent Gabriel Moran	*Mon to Sat 11.00 -12.00	(094)95 46002
Kilmaine	Claremorris – Superintendent Gabriel Moran	*Mon to Sat 14.30 – 15.30	(093)33372
Ballinrobe	Claremorris – Superintendent Gabriel Moran	*Mon to Sat 11.00 – 13.00 20.00 – 21.00  Sun 12.00 – 13.00	(094)95 42830
Kiltimagh	Claremorris – Superintendent Gabriel Moran	*Mon to Sat 10.00 – 12.00	(094)93 81222
Ballindine	Claremorris – Superintendent Gabriel Moran	*Mo to Sat 11.00 – 12.00	(094)93 64219
Ballyhaunis	Claremorris – Superintendent Gabriel Moran	*Mon to Sat  10.00 – 13.00  20.00 – 21.00	(094)96 30008

**\*Opening time in non 24 hour stations is dependent on availability of local Gardaí and may be changed from time to time**

## 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>To continue to enhance our relationship and engagement with the Joint Policing Committee and to explore all avenues to create and maintain an excellent working relationship with them.</li> <li>With the creation of 3 new Community Engagement areas under the Divisional Policing Model, use this opportunity to increase our visibility, continue to nurture close links with the community and community groups with the goal of increasing trust with the organisation.</li> <li>Encourage the greater use of local media and our own social media site to engage with all members of society</li> <li>Through quarterly policing plan review, measure the level of engagement with the commitments of each community engagement hub.</li> <li>Utilise the newly formed Community Policing unit to engage with the community in an open and friendly manner.</li> <li>Regular engagement and visits to the Migrants Reception Centre at the Old Convent in Ballyhaunis.</li> <li>Each Community Engagement area to hold an open day during 2019.</li> </ol>	<ul style="list-style-type: none"> <li>Increased satisfaction with An Garda Síochána: <ul style="list-style-type: none"> <li>Listens/responds to community concerns</li> </ul> </li> <li>Increased inter agency trust</li> <li>Increased perception that An Garda Síochána treats people equally</li> <li>Improved perception of An Garda Síochána as: <ul style="list-style-type: none"> <li>Helpful &amp; Community focussed</li> <li>Managing crime locally &amp; nationally</li> </ul> </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. Take greater cognisance of the inputs and concerns from the local community, in identifying areas where an increased Garda presence and availability is needed to target and effectively deal with and reduce incidents of antisocial behaviour.</li> <li>2. Increase interaction and communication with residents and tourist agencies throughout the division to improve the perception of An Garda Síochána for residents and tourists alike</li> <li>3. Greater use of the GSAS in identifying hot spots for anti-social behaviour</li> <li>4. Greater engagement with community projects to especially target young people at risk</li> <li>5. Increase engagement with local Vintners Federation so as to work together to reduce Public Order Incidents</li> <li>6. Encourage the setting up of youth clubs including “No Name Clubs” and “Foróige” in areas that are lacking this facility</li> </ol>	<ul style="list-style-type: none"> <li>• Increased satisfaction with An Garda Síochána: <ul style="list-style-type: none"> <li>◦ Listens/responds to community concerns</li> </ul> </li> <li>• Increased trust</li> <li>• Increased perception that An Garda Síochána treats people equally</li> <li>• Improve perception of An Garda Síochána as: <ul style="list-style-type: none"> <li>◦ Helpful &amp; Community focussed</li> <li>◦ Managing crime locally &amp; nationally</li> </ul> </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. Community Policing Unit to engage in a meaningful and professional manner with all minority and vulnerable groups.</li> <li>2. Ethnic Liaison officers to further engage with all minority groups</li> <li>3. Develop relationships in these communities so that individuals feel confident about approaching District Ethnic Liaison Officers with issues, including the issue of hate crime. Utilise JPCs, LGBT Officers.</li> <li>4. Ensure that there are sufficient Ethnic Liaison Officers in all Community Engagement Areas.</li> <li>5. Encourage greater Stakeholder involvement from these groups.</li> </ol>	<ul style="list-style-type: none"> <li>• Increased satisfaction /An Garda Síochána: listens/responds to community concerns</li> <li>• Increased trust / Increased visibility</li> <li>• Increased perception that An Garda Síochána treats people equally</li> <li>• Improve perception of An Garda Síochána as: <ul style="list-style-type: none"> <li>◦ Helpful &amp; Community focussed</li> <li>◦ Managing crime locally &amp; nationally</li> </ul> </li> </ul>

## Divisional Policing Plan

6. Regular engagement and visits to the Migrants Reception Centre at the Old Convent in Ballyhaunis.	<ul style="list-style-type: none"> <li>Reduced fear of crime / Increased feelings of safety</li> </ul>
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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>A series of school visits to be conducted throughout the Division during each quarter of 2019 dealing with the issues of Social Media Usage, Cyber Bullying, Personal Protection, and Road Safety.</li> <li>Encourage continued liaison and co-operation with youth groups and other agencies involved in promoting the welfare of children and young people, for example Foróige and No Name Clubs throughout the Division.</li> <li>Greater interaction and consultation with students groups in GMT.</li> <li>Greater participation from all Community Engagement areas in the TY programme which was such a great success in the Westport District over the last number of years.</li> <li>Following on from the Division's inaugural youth awards in 2018 continue to expand the programme and encourage further participation.</li> </ol>	<ul style="list-style-type: none"> <li>Increased satisfaction with An Garda Síochána: <ul style="list-style-type: none"> <li>Listens/responds to community concerns</li> </ul> </li> <li>Increased trust</li> <li>Increased perception that An Garda Síochána treats people equally</li> <li>Improved perception of An Garda Síochána as: <ul style="list-style-type: none"> <li>Helpful &amp; Community focussed</li> <li>Managing crime locally &amp; nationally</li> </ul> </li> <li>Reduced fear of crime / Increased feelings of safety</li> <li>Increased visibility</li> </ul>

1.5 National Drug Strategy	
A comprehensive approach to all aspects of drug related crime investigation and detection	
Activities	Outcomes
<ol style="list-style-type: none"> <li>Continue engagement with and participate in presentations by Western Regional Drugs Task Force (WRDTF).</li> <li>Improved cohesion between the Divisional Drugs Unit and the Community Policing Unit in the promotion of drug awareness.</li> </ol>	<ul style="list-style-type: none"> <li>Increased satisfaction with An Garda Síochána: <ul style="list-style-type: none"> <li>Listens/responds to community concerns</li> </ul> </li> <li>Increased trust</li> <li>Increased perception that An Garda Síochána treats people equally</li> <li>Improved perception of An Garda Síochána as:</li> </ul>

## Divisional Policing Plan

- 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"> <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 and ensuring proper recording of same with the assistance of the Governance Hub</li> <li>4. Identifying and addressing reasons for non-detection of incidents</li> <li>5. Ensuring mandatory investigative actions are completed</li> <li>6. Enhancing the use of Crime Scene Investigation</li> <li>7. Ensuring bail and curfew compliance and proper oversight and accountability of same</li> <li>8. Management of Offenders in line with SAOR policy</li> <li>9. Utilising forensic evidence</li> <li>10. Utilising CCTV evidence and using correct guild lines when obtaining same from all sources</li> </ol>	<ul style="list-style-type: none"> <li>• Increased satisfaction with An Garda Síochána: <ul style="list-style-type: none"> <li>○ Listens/responds to community concerns</li> </ul> </li> <li>• Increased trust</li> <li>• Increased perception that An Garda Síochána treats people equally</li> <li>• Improved perception of An Garda Síochána as: <ul style="list-style-type: none"> <li>○ Helpful &amp; Community focussed</li> <li>○ Managing crime locally &amp; nationally</li> </ul> </li> <li>• Reduced fear of crime / Increased feelings of safety</li> <li>• Increased visibility</li> </ul>

## Divisional Policing Plan

11. Implementation of national assault reduction plan initiatives 12. Leveraging the benefits of crime analysis services greater use of GSAS 13. Increase by 50% the number of forensic samples taken from convicted persons (Sec28 CJA) 14. Increase the numbers of DNA samples sent to the FSL	
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2.2 Crime Prevention	
Reduce the incidence of crime through education, awareness and community collaboration	
Activities	Outcomes
<ol style="list-style-type: none"> <li>The Divisional Crime Prevention Officer will provide one Business Watch and two home safety briefings per quarter within the division.</li> <li>Continue the Implementation of the National Crime Prevention &amp; Reduction Strategy initiatives as communicated by CEPS</li> <li>Each School will be visited by Community Gardaí in May prior to summer holiday and in October prior to Halloween</li> <li>Upskilling of 50% of the newly appointed Community Gardaí to provide home security advice.</li> <li>The continuation of the Westport Emergency Group initiative and the creation of a similar group in Belmullet.</li> </ol>	<ul style="list-style-type: none"> <li>Reduced fear of crime / Increased feelings of safety</li> <li>Increased satisfaction with An Garda Síochána: <ul style="list-style-type: none"> <li>Listens/responds to community concerns</li> </ul> </li> <li>Increased trust</li> <li>Increased perception that An Garda Síochána treats people equally</li> <li>Increased visibility</li> <li>Improved perception of An Garda Síochána as: <ul style="list-style-type: none"> <li>Helpful &amp; Community focussed</li> <li>Managing crime locally &amp; nationally</li> </ul> </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>The Divisional Drugs Unit and Community Engagement areas to plan increased targeted operations</li> </ol>	<ul style="list-style-type: none"> <li>Improved perception of An Garda Síochána as:</li> </ul>

## Divisional Policing Plan

<ol style="list-style-type: none"> <li>2. Seek to increase the number of personnel in the Divisional Drugs Unit</li> <li>3. Increase in the enforcement of the Drug legislation by increasing searches under 23 MDA</li> <li>4. Ensure the prompt submission of files to DPP in relation to large seizures of drugs</li> <li>5. Further enhance the cooperation between An Garda Síochána and Customs</li> </ol>	<ul style="list-style-type: none"> <li>○ Helpful &amp; Community focussed</li> <li>○ Managing crime locally &amp; nationally</li> <li>• Reduced fear of crime / Increased feelings of safety</li> <li>• Increased satisfaction with An Garda Síochána: <ul style="list-style-type: none"> <li>○ Listens/responds to community concerns</li> </ul> </li> <li>• Increased trust</li> <li>• Increased visibility</li> </ul>
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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>• Improved perception of An Garda Síochána as: <ul style="list-style-type: none"> <li>○ Helpful &amp; Community focussed</li> <li>○ Managing crime locally &amp; nationally</li> </ul> </li> <li>• Increased satisfaction with An Garda Síochána: <ul style="list-style-type: none"> <li>○ Listens/responds to community concerns</li> </ul> </li> <li>• Increased visibility</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: <ul style="list-style-type: none"> <li>○ Listens/responds to community concerns</li> </ul> </li> <li>• Increased trust</li> </ul>

## Divisional Policing Plan

- Increased perception that An Garda Síochána treats people equally
- Improved perception of An Garda Síochána as:
  - Helpful & Community focussed
  - Managing crime locally & nationally
- Reduced fear of crime / Increased feelings of safety
- Increased visibility

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

A reduction in offending through the effective implementation of SAOR and Child Diversion policies

#### Activities

1. Working with criminal justice partners
2. JLO to continue to engage with youth specific projects within the Division
3. JLO to refer youths to suitable diversion projects as them deem appropriate

**Responsible:** (Oversight/ implementation)

#### Outcomes

- Reduced recidivism
- Reduced fear of crime / Increased feelings of safety
- Increased visibility
- Improved perception of An Garda Síochána as:
  - 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

1. Increase the numbers and frequency of victim call-backs
2. Continue our professional approach and liaison by the Victims Office
3. Monitor Victims of Crime Act to ensure compliance and make same subject to Inspection in Q4

#### Outcomes

- Increased trust
- Increased victim satisfaction
- Increased satisfaction with An Garda Síochána:



## Divisional Policing Plan

<ol style="list-style-type: none"> <li>4. Monitor with the assistance of the Governance Hub the Victim Engagement aspect on Pulse and include in Q3 Inspection</li> <li>5. Hold Bi-annual meetings with Victims Office in order to identify ways of improving out service to victims of crime</li> </ol>	<ul style="list-style-type: none"> <li>○ Listens/responds to community concerns</li> <li>• Increased perception that An Garda Síochána treats people equally</li> <li>• Reduced fear of crime / Increased feelings of safety</li> <li>• Improved perception of An Garda Síochána as: <ul style="list-style-type: none"> <li>○ Helpful &amp; Community focussed</li> <li>○ Managing crime locally &amp; nationally</li> </ul> </li> </ul>
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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. Ensuring that a Liaison Sergeant is appointed in each district to liaise with HSE in relation to children missing from care</li> <li>2. Ensure regular visits to residential care homes by allocated staff</li> <li>3. The continuous review of missing person cases to ensure that person founds are removed from Portal and incidents updated to reflect same.</li> <li>4. Ensure Community Engagement Superintendents and their personnel are aware of their role with regard to policy of liaison with Tusla with regard to missing persons in the care of the State.</li> <li>5. Continue to liaise with the Child and Family Agency with regard to children in care. Continue and maintain /monitor the structures for managing the investigation of all missing persons.</li> </ol>	<ul style="list-style-type: none"> <li>• Increased satisfaction with An Garda Síochána: <ul style="list-style-type: none"> <li>○ Listens/responds to community concerns</li> </ul> </li> <li>• Increased trust</li> <li>• Reduced fear of crime / Increased feelings of safety</li> <li>• Increased perception An Garda Síochána is well managed</li> <li>• Improved perception of An Garda Síochána as: <ul style="list-style-type: none"> <li>○ Helpful &amp; Community focussed</li> <li>○ Managing crime locally &amp; nationally</li> </ul> </li> </ul>

## Divisional Policing Plan

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 in person call-backs to domestic violence victims</li> <li>2. Full implementation of the Domestic Violence Act 2018 ensuring the victims needs are priorities</li> <li>3. Ensure correct recording of all Domestic Abuse Complaints</li> <li>4. Enhance the supporting structures in relation to victims of Domestic Abuse</li> <li>5. Ensure that all members within the division are familiar with the services available to victims of domestic abuse and to be able to advice victims accordingly</li> <li>6. Ensure that all members are fully aware and briefed on the new Domestic Violence Act 2018</li> </ol>	<ul style="list-style-type: none"> <li>• Increased reporting of domestic violence related offences</li> <li>• Increased satisfaction with An Garda Síochána: <ul style="list-style-type: none"> <li>◦ Listens/responds to community concerns</li> </ul> </li> <li>• Increased trust</li> <li>• Increased perception that An Garda Síochána treats people equally</li> <li>• Improved perception of An Garda Síochána as: <ul style="list-style-type: none"> <li>◦ Helpful &amp; Community focussed</li> <li>◦ Managing crime locally &amp; nationally</li> </ul> </li> <li>• Reduced fear of crime / Increased feelings of safety</li> </ul>

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. The establishment of a Divisional Protective Services Unit (DPSU) prior to the end of 2019</li> <li>2. Effective and Proactive Management of Persons on the Sex Offenders register through profiling and mandatory visits</li> <li>3. The delivery of information in relation to the sharing of images, and of engaging with unknown persons to school children as part of the Schools Programme</li> <li>4. Continue to build and develop our existing relationship with TUSLA within the Division</li> </ol>	<ul style="list-style-type: none"> <li>• Increased reporting of sexual offences</li> <li>• Increased satisfaction with An Garda Síochána: <ul style="list-style-type: none"> <li>◦ Listens/responds to community concerns</li> </ul> </li> <li>• Increased trust</li> <li>• Increased perception that An Garda Síochána treats people equally</li> <li>• Improved perception of An Garda Síochána as: <ul style="list-style-type: none"> <li>◦ Helpful &amp; Community focussed</li> <li>◦ Managing crime locally &amp; nationally</li> </ul> </li> <li>• Reduced fear of crime / Increased feelings of safety</li> <li>• Increased visibility</li> </ul>

## Divisional Policing Plan

<b>2.11 Roads Enforcement Activities (including the National Roads Policing Operations Plan)</b>	
Reduce collisions, road deaths and serious injuries through enforcement of key lifesaver offences (speeding, drink driving, seatbelt and mobile phone offences) and relevant legislation.	
<b>Activities</b>	<b>Outcomes</b>
<ol style="list-style-type: none"> <li>1. Increase lifesaver offence detections</li> <li>2. Increase MIT breath tests performed</li> <li>3. Implement National Roads Policing Operations Plan</li> <li>4. Increase the number of Road Transport check points</li> <li>5. Ensure greater use of Intoxicant testing equipment</li> <li>6. Increase the number of members assigned to Road Policing Duties</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>• Listens/responds to community concerns</li> <li>• Improved perception of An Garda Síochána as: <ul style="list-style-type: none"> <li>○ Helpful &amp; Community focussed</li> <li>○ Managing crime locally &amp; nationally</li> </ul> </li> <li>• Reduced fear of crime / Increased feelings of safety</li> <li>• Increased visibility</li> </ul>

<b>2.12 Road Safety Education &amp; Awareness</b>	
Reduce Road Deaths and serious injury collisions through greater education and awareness across all members of society	
<b>Activities</b>	<b>Outcomes</b>
<ol style="list-style-type: none"> <li>1. Increase the number of Multi Agency engagement</li> <li>2. Increase the number of safety advice presentations in workplaces</li> <li>3. Increase the number of safety presentations to secondary schools</li> <li>4. Encourage more schools to attend the Road Safety Roadshow</li> <li>5. Greater engagement with the Road Safety Officer in Mayo</li> </ol>	<ul style="list-style-type: none"> <li>• Increased satisfaction with An Garda Síochána: <ul style="list-style-type: none"> <li>○ Listens/responds to community concerns</li> </ul> </li> <li>• Increased trust</li> <li>• Reduction in Road Deaths and Serious Injury Collisions</li> <li>• Improved perception of An Garda Síochána as: <ul style="list-style-type: none"> <li>○ Helpful &amp; Community focussed</li> <li>○ Managing crime locally &amp; nationally</li> </ul> </li> <li>• Increased feelings of safety</li> <li>• Increased visibility</li> </ul>

## Divisional Policing Plan

2.13 Event Management	
Be in a position to engage in a meaningful with planning process of all major events	
Activities	Outcomes
<ol style="list-style-type: none"> <li>1. Continue to oversee and participate in all event planning for Major Events within the Mayo Division.</li> <li>2. Continue to liaise in a positive and constructive way with all partner agencies</li> <li>3. Raise member's awareness regarding 6 C's first responder's safety principals and incorporate into plans for major events.</li> </ol>	<ul style="list-style-type: none"> <li>• Increased satisfaction with An Garda Síochána: <ul style="list-style-type: none"> <li>○ Listens/responds to community concerns</li> </ul> </li> <li>• Improved perception of An Garda Síochána as: <ul style="list-style-type: none"> <li>○ Helpful &amp; Community focussed</li> </ul> </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;               <ul style="list-style-type: none"> <li>Listens/responds to community concerns</li> </ul> </li> <li>Increased trust</li> <li>Increased perception that An Garda Síochána treats people equally</li> <li>Improved perception of An Garda Síochána as:               <ul style="list-style-type: none"> <li>Managing crime locally &amp; nationally</li> </ul> </li> <li>Reduced fear of crime / Increased feelings of safety</li> </ul>

## Divisional Policing Plan




3.2 Border Security & Cross Border Crime	
Play a proactive role in protecting our borders	
Activities	Outcomes
	<ul style="list-style-type: none"> <li>• Increased satisfaction with An Garda Síochána: <ul style="list-style-type: none"> <li>◦ Listens/responds to community concerns</li> </ul> </li> <li>• Increased perception that An Garda Síochána is well managed</li> <li>• Improved perception of An Garda Síochána as: <ul style="list-style-type: none"> <li>◦ Managing crime locally &amp; nationally</li> </ul> </li> <li>• Reduced fear of crime / Increased feelings of safety</li> <li>• Increased visibility</li> </ul>

3.3 Major Emergency Management	
Ensure that AGS play an active role in Major Emergency Management	
Activities	Outcomes
	<ul style="list-style-type: none"> <li>• Improved perception of An Garda Síochána as a well-managed</li> <li>• Increased trust</li> <li>• Reduced fear of crime / Increased feelings of safety</li> <li>• Improved perception of An Garda Síochána as: <ul style="list-style-type: none"> <li>◦ Helpful &amp; Community focussed</li> </ul> </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>1. Undertake inspections and reviews in line with Garda policy on 59/2014</li> <li>2. Governance Hub to carry out Inspections in areas of High Risk</li> <li>3. Greater monitoring of data entered on PULSE to ensure high quality information is recorded</li> <li>4. Greater analysis of PULSE generated reports to monitor high risk areas</li> <li>5. Greater oversight in the implementation of remedial action in problematic areas</li> </ol>	<ul style="list-style-type: none"> <li>• Increased trust</li> <li>• Increased perception that An Garda Síochána is well managed</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>1. Ensure the ongoing, dynamic management of all risks within the Division, engaging relevant stakeholders.</li> <li>2. Undertake a review of the risk register in line with the development and evaluation of the annual Policing Plan.</li> <li>3. Utilise organisational supports to add value to Divisional risk management.</li> <li>4. Ensure all risk registers are submitted on a quarterly basis in compliance with risk management policy and procedures.</li> <li>5. Greater oversight in the implementation of remedial action in high risk areas</li> </ol>	<ul style="list-style-type: none"> <li>• Improved perception of An Garda Síochána as well managed</li> <li>• Increased trust</li> <li>• Improved perception of An Garda Síochána as:             <ul style="list-style-type: none"> <li>○ Managing crime locally &amp; nationally</li> </ul> </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, dynamic management of all budgets within the Division</li> <li>2. Review financial reports on ongoing basis with a focus on controllable costs (OT, T&amp;S, other non-pay related costs)</li> <li>3. Review Towing contract management / procurement processes</li> </ol>	<ul style="list-style-type: none"> <li>• Increased perception that An Garda Síochána is well managed</li> <li>• Increased trust</li> <li>• Increased accountability</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. Reduce the number of incidents created after 24 hours</li> <li>2. Reduce by 100% the number of <b>HISTORIC</b> incidents with status of Review/Clarification</li> <li>3. Reduce by 80% the number of <b>RECENT</b> incidents with status of Review/Clarification</li> <li>4. Reduce the number of incidents created manually</li> <li>5. Greater efficiency in paper based FCPS notice returns</li> <li>6. Ennsure greater GPS recording for all Indictable &amp; Road Traffic</li> </ol>	<ul style="list-style-type: none"> <li>• Increased trust</li> <li>• Increased perception that An Garda Síochána is well managed</li> <li>• Enhanced Data Quality</li> </ul>



## Divisional Policing Plan

4.5 Change Projects	
Encourage, support and participate in training for all new projects and systems that form part of the modernisation programme	
Activities	Outcomes
<ol style="list-style-type: none"> <li>1. Continue with the establishment and roll out of all aspects of DMP</li> <li>2. Seek constructive feedback from all personnel involved in the DMP</li> <li>3. Canvass relevant partner agencies for their feedback and whether their interaction with the DMP has been positive</li> <li>4. Monitor the impact the CAD system is having within the division.</li> <li>5. Ensure training commences in the division for ECM</li> </ol>	<ul style="list-style-type: none"> <li>• Increased satisfaction with An Garda Síochána: <ul style="list-style-type: none"> <li>○ Listens/responds to community concerns</li> </ul> </li> <li>• Increased trust</li> <li>• Improved perception of An Garda Síochána as: <ul style="list-style-type: none"> <li>○ Helpful &amp; Community focussed</li> <li>○ Managing crime locally &amp; nationally</li> </ul> </li> <li>• Increased capability</li> </ul>

4.6 Estate Management / Station Upkeep	
Ensure our building are maintained and upgraded on an ongoing basis and in compliance with all Health and Safety Regulation	
Activities	Outcomes
<ol style="list-style-type: none"> <li>1. Inspections to be carried out at each District Headquarters throughout the year and submit request for any essential works</li> <li>2. Inspections to be carried out at 10 sub district stations throughout the year and submit requests for any essential remedial works</li> <li>3. Ensure constant liaison with local OPW Personnel</li> </ol>	<ul style="list-style-type: none"> <li>• Enhanced working environment</li> <li>• Improved perception of An Garda Síochána as well managed</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 in the PALF process</li> <li>2. The full implementation of PALF</li> <li>3. Ensure newly appointed personnel are trained in their new PALF role if applicable</li> <li>4. Managers effectively manage the PALF process throughout the year</li> <li>5. Face to face management briefings at shift overlaps and briefing periods</li> </ol>	<ul style="list-style-type: none"> <li>• Improved perception of An Garda Síochána as well managed</li> <li>• Increased satisfaction with An Garda Síochána: <ul style="list-style-type: none"> <li>◦ Listens/responds to community concerns</li> </ul> </li> <li>• Increased trust</li> <li>• Improved perception of An Garda Síochána as: <ul style="list-style-type: none"> <li>◦ Helpful &amp; Community focussed</li> <li>◦ Managing crime locally &amp; nationally</li> </ul> </li> </ul>

### 5.2 Health and Safety Compliance & Promotion

Increased awareness among staff for their own Health and Safety

Activities	Outcomes
<ol style="list-style-type: none"> <li>1. Raise members awareness regarding 6 C's first responders safety principals and incorporate into plans for major events</li> <li>2. Carry out an inspection in all Community Engagement areas into Health &amp; Safety in Q4</li> <li>3. Utilise the services of the Regional Safety Officer for all serious risk assessments</li> </ol>	<ul style="list-style-type: none"> <li>• Increased satisfaction with An Garda Síochána: <ul style="list-style-type: none"> <li>◦ Listens/responds to community concerns</li> </ul> </li> <li>• Increased trust</li> <li>• Increased perception that An Garda Síochána treats people equally</li> <li>• Increased emphasis on Health and Safety</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. Greater engagement with all personnel</li> <li>2. Hold quarterly workshops in regard to personnel wellbeing</li> <li>3. Create greater awareness of employee assistance schemes</li> </ol>	<ul style="list-style-type: none"> <li>• Increased perception that An Garda Síochána treats people equally</li> <li>• Improved perception of An Garda Síochána as: <ul style="list-style-type: none"> <li>○ an employee foccued organisation</li> </ul> </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. Continue reallocation of personnel to policing duties upon allocation of Garda staff</li> <li>3. Support and arrange training for all Garda Staff</li> <li>4. Assist with the integration of staff into the organisation</li> </ol>	<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 treats people equally</li> </ul>

## Divisional Policing Plan

5.5 Garda Reserve Utilisation	
Greater use of the Garda Reserve and encourage recruitment to same	
Activities	Outcomes
<ol style="list-style-type: none"> <li>1. Make more effective and efficient use of members of the Garda Reserve</li> <li>2. Encourage more recruitment of citizens to the Garda Reserve</li> <li>3. Greater involvement of Garda Reserves in Community events and initiatives</li> <li>4. Ensure current Garda Reserve Skill set database is updated to reflect any changes in skills</li> </ol>	<ul style="list-style-type: none"> <li>• Increased satisfaction with An Garda Síochána: <ul style="list-style-type: none"> <li>◦ Listens/responds to community concerns</li> </ul> </li> <li>• Increased trust</li> <li>• Improved perception of An Garda Síochána as: <ul style="list-style-type: none"> <li>◦ Helpful &amp; Community focussed</li> <li>◦ Managing crime locally &amp; nationally</li> </ul> </li> <li>• Reduced fear of crime / Increased feelings of safety</li> <li>• Increased visibility</li> </ul>

5.6 Training Initiatives	
To ensure all staff are sufficiently trained to carry out the tasks that assigned to them.	
Activities	Outcomes
<ol style="list-style-type: none"> <li>1. Completion of online youth referral e-learning course for all members</li> <li>2. Implement Local CPD Training initiatives</li> <li>3. Examination of training needs assessment and application for courses at Divisional (CPD) and national (Garda College) level</li> </ol>	<ul style="list-style-type: none"> <li>• Increased engagement with personnel</li> <li>• Increased trust</li> <li>• A better skilled workforce</li> </ul>




## Divisional Policing Plan

5.7 Reducing Complaints / GSOC Local initiative	
To fully engage with the new Local Intervention initiative	
Activities	Outcomes
<ol style="list-style-type: none"> <li>1. Support and encourage informal resolution</li> <li>2. Support the Inspector I/C Informal resolution</li> <li>3. Provide opportunities to hold briefings on the Local informal resolution initiative</li> </ol>	<ul style="list-style-type: none"> <li>• Increased engagement with personnel</li> <li>• Increased trust</li> <li>• Increased satisfaction with An Garda Síochána:</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

To increase trust and perception in the organisation

Activities	Outcomes
<ol style="list-style-type: none"> <li>1. Ensure all staff abide by the Code of Ethics.</li> <li>2. Continue to embed and instil in all personnel the importance of Human Rights and Ethical behaviour.</li> </ol>	<ul style="list-style-type: none"> <li>• Increased satisfaction with An Garda Síochána: <ul style="list-style-type: none"> <li>◦ Listens/responds to community concerns</li> </ul> </li> <li>• Increased trust</li> <li>• Increased perception that An Garda Síochána treats people equally</li> <li>• Improved perception of An Garda Síochána as: <ul style="list-style-type: none"> <li>◦ Helpful &amp; Community focussed</li> <li>◦ Managing crime locally &amp; nationally</li> </ul> </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

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           | • 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         |

### 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.

## 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



## 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.