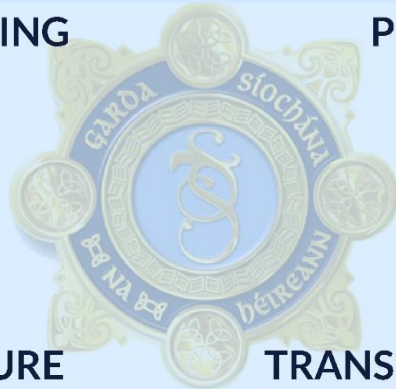


AN GARDA SÍOCHÁNA

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

Meath 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

Welcome to Meath's Policing Plan 2019. Guided by our National Policing Plan and the Policing Priorities set by the Policing Authority we remain responsive to serving the safety and security of our citizens and strengthen the spirit and resilience of our communities across County Meath.

In 2019, you can expect Gardaí in County Meath to continue to build on our wholehearted commitment and resolve to improving and enhancing personal and community safety for citizens and the public. As in previous years our community policing ethos and practice reflects a higher moral and civic order. In addition to delivering impactful preventative services we are passionately committed to supporting community strength and resilience for the benefit of society in general including residents, visitors and the Community at large.

Working in collaboration with our partners and community leaders, we are devoted to enabling the community to live in a peaceful environment free from the impacts of crime, danger and disorder.

Therefore in 2019, our focus will continue to shift from reactive case driven response to a strategic proactive intelligence and knowledge led approach. Firstly, we will continue to grow and activate focused initiatives aimed at preventing fear creating crimes as well as high volume crime, particularly Burglary and Public Order. Furthermore, we aim to address the needs of the vulnerable in our communities and to prevent dangerous road behaviour threatening the lives and safety of all road users. We are focused on delivering a responsive, reassuring, reliable and respectful service experience, generating high levels of citizen and public satisfaction and confidence. 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. In 2019, victims of crime and trauma will continue to benefit from additional prevention, protection, information and support services from our Garda Victims Support Services including referral to external dedicated victim support agencies.

I put on record my high regard for the men and women working in An Garda Síochána who carry out their roles in pursuance of our safety, security and service, day and night, throughout the year. Their flexibility and commitment in no small way continues the contribution of An Garda Síochána to the community we serve in County Meath. It is my privilege to lead your Garda service and recommit to honouring your ongoing trust and confidence in our people.

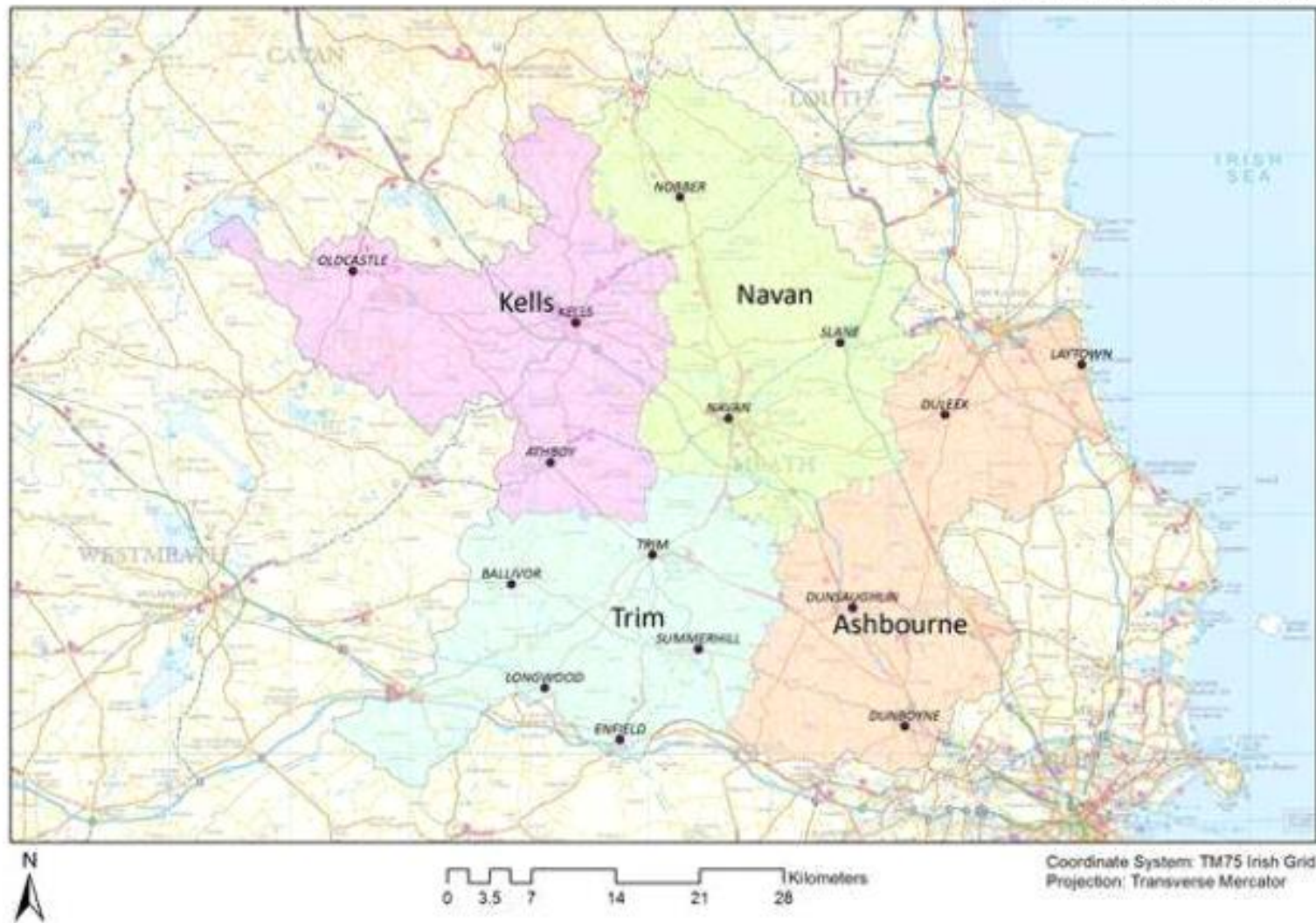
Fergus Healy

Chief Superintendent

Divisional Policing Plan

Our People & Organisation

MEATH DIVISION



Divisional Resources

Chief Superintendent	1	Inspectors	7	Gardaí	267
Superintendents	4	Sergeants	39		

Our Organisation

Navan District: Navan, Slane and Nobber stations;

Ashbourne District: Ashbourne, Dunsauglin, Dunboyne, Laytown, Duleek;

Trim District: Trim, Enfield, Summerhill, Ballivor, Longwood;

Kells District: Kells, Athboy and Oldcastle.

Roads Policing Unit: Dunsauglin

Divisional Drugs Unit: Slane

Divisional Crime Scene Investigation: Navan







Continous Professional Development: Navan

Telecommunications Team: Navan

Divisional Policing Plan

1) Community Policing

Providing visible, responsive policing services tailored to community needs

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

1.1 Engaging with Communities (Inc. JPC Engagement)	
Work with our Joint Policing Committee (JPC), Community Groups (Neighbourhood Watch, Community Alert, Business Watch, Hospital Watch etc.) and other fora to identify local community needs and to ensure appropriate policing responses.	
Activities	Outcomes
1 Scheduled meetings maintain as per protocol under Memorandum of Understanding between An Garda Síochána and TUSLA 2 Continued liaison with TUSLA care homes within the Division. 3 Advise alcohol licence holders of their responsibilities under relevant legislation.	<ul style="list-style-type: none"> Increased satisfaction with An Garda Síochána: <ul style="list-style-type: none"> Listens/responds to community concerns Increased trust Increased perception that An Garda Síochána treats people equally Improved perception of An Garda Síochána as: <ul style="list-style-type: none"> Helpful & Community focussed Managing crime locally & nationally Reduced fear of crime / Increased feelings of safety Increased visibility

Divisional Policing Plan

1.2 Anti-Social Behaviour, Public Order & High Visibility Policing	
Providing a visible responsive proactive policing service, targeting antisocial behaviour/public order hotspots to improve quality of life for residents and visitors	
Activities	Outcomes
1 Increase Foot and Mobile Patrols in the vicinity of, Business and Licensed Premises Schools and create a greater visible presence of our members 2 Continue the on-going liaison with the Local Authority, License Holders, business and all stakeholders to tackle anti-social behaviour and public order offences 3 Conduct District Mobile Patrols and Public Order Patrols. Roads Policing Unit to ensure full coordination of enforcement. 4 Ensure Liquor Licensing Inspections are conducted weekly. 5 Target youth and juvenile crime/antisocial behaviour in business and residential areas. 6 Increase Garda presence during the night time economy .	<ul style="list-style-type: none"> • Increased satisfaction with An Garda Síochána: <ul style="list-style-type: none"> ◦ Listens/responds to community concerns • Increased trust • Increased perception that An Garda Síochána treats people equally • Improve perception of An Garda Síochána as: <ul style="list-style-type: none"> ◦ Helpful & Community focussed ◦ Managing crime locally & nationally • Reduced fear of crime / Increased feelings of safety • Increased visibility

1.3 Engaging with minorities and other vulnerable groups (including hate crime initiatives)	
Working proactively with minority and vulnerable communities to ensure all persons requiring policing services feel comfortable accessing them, particularly those impacted by hate crimes/bias motivated crimes.	
Activities	Outcomes
1 Maintain the status of one Community Garda in each Garda Sub-District throughout the Division. 2 Host an Open Day to encourage greater community Engagement 3 Engage with the vulnerable & isolated members of our community 4 Compliance with Hate Crime legislation as published	<ul style="list-style-type: none"> • Increased satisfaction /An Garda Síochána: Listens/responds to community concerns • Increased trust / Increased visibility • Increased perception that An Garda Síochána treats people equally • Improve perception of An Garda Síochána as: <ul style="list-style-type: none"> ◦ Helpful & Community focussed ◦ Managing crime locally & nationally • Reduced fear of crime / Increased feelings of safety

Divisional Policing Plan

1.4 Children and Young People	
Engage with and support young people, providing guidance to keep them safe	
Activities	Outcomes
1 To continue to welcome Transition Year Students on Work Experience 2 All Primary Schools within the Division visited at least once during term. 3 All Secondary Schools within the Division visited at least once during term. 4 Engage with Community youth clubs and youth café(s) within the Division. 5 Increase our liaison with young persons through sporting clubs and youth groups. Advise/educate on alcohol consumption.	<ul style="list-style-type: none"> • Increased satisfaction with An Garda Síochána: <ul style="list-style-type: none"> ◦ Listens/responds to community concerns • Increased trust • Increased perception that An Garda Síochána treats people equally • Improved perception of An Garda Síochána as: <ul style="list-style-type: none"> ◦ Helpful & Community focussed ◦ Managing crime locally & nationally • Reduced fear of crime / Increased feelings of safety • Increased visibility

1.5 National Drug Strategy	
Activities	Outcomes
1 Support implementation of the National Drugs Strategy in conjunction with partner agencies. 2 Monitor the implementation of Drugs related Intimidation Protocols 4 Provide Drugs Prevention Training for nominated member 5 Liaise with partner agencies, TUSLA, etc.	<ul style="list-style-type: none"> • Increased satisfaction with An Garda Síochána: <ul style="list-style-type: none"> ◦ Listens/responds to community concerns • Increased trust • Increased perception that An Garda Síochána treats people equally • Improved perception of An Garda Síochána as: <ul style="list-style-type: none"> ◦ Helpful & Community focussed ◦ Managing crime locally & nationally • Reduced fear of crime / Increased feelings of safety • Increased visibility

2) Protecting People

Protecting people from crime and from injury on our roads

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

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

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

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

Activities	Outcomes
1 Managing crime utilising the Performance and Accountability Framework 2 Engaging with regional crime management structures 3 Reviewing undetected crime 4 Identifying and addressing reasons for non-detection of incidents 5 Ensuring mandatory investigative actions are completed 6 Enhancing the use of Crime Scene Investigation 7 Ensuring bail and curfew compliance 8 Management of Offenders in line with SAOR policy 9 Utilising forensic evidence 10 Utilising CCTV evidence 11 Implementation of national assault reduction plan initiatives 12 Leveraging the benefits of crime analysis services	<ul style="list-style-type: none"> Increased satisfaction with An Garda Síochána: <ul style="list-style-type: none"> Listens/responds to community concerns Increased trust Increased perception that An Garda Síochána treats people equally Improved perception of An Garda Síochána as: <ul style="list-style-type: none"> Helpful & Community focussed Managing crime locally & nationally Reduced fear of crime / Increased feelings of safety Increased visibility

Divisional Policing Plan

2.2 Crime Prevention	
Reduce the incidence of crime through education, awareness and community collaboration	
Activities	Outcomes
1 Crime prevention activities 2 Implement National Crime Prevention & Reduction Strategy initiatives as communicated by CEPS 3 Host a total of 4 crime Prevention days of action in accordance with the National Supporting Safer Communities Campaign 4 Host a Business Crime Prevention Forum 5 Ongoing mobile patrols and static Checkpoints	<ul style="list-style-type: none"> • Reduced fear of crime / Increased feelings of safety • Increased satisfaction with An Garda Síochána: <ul style="list-style-type: none"> ○ Listens/responds to community concerns • Increased trust • Increased perception that An Garda Síochána treats people equally • Increased visibility • Improved perception of An Garda Síochána as: <ul style="list-style-type: none"> ○ Helpful & Community focussed ○ Managing crime locally & nationally

2.3 Controlled Drugs	
Enforcement of drugs legislation, focussed on the sale and supply of controlled drugs	
Activities	Outcomes
1 We will undertake Intelligence led operations involved to combat the sale and supply of drugs 2 We will maintain appropriate levels of resources in the Divisional Drugs Unit. 3 We will review Divisional training requirements for Presumptive Drug Testing (PDT) and request further training to meet Divisional needs. 4 We will circulate intelligence on persons involved in the sale and supply of drugs. 5 We will proactively engage with National units including CAB and the Garda National Drugs and Organised Crime Bureau and external agencies to tackle those in the sale and supply of drugs 6 We will proactively use Roads Policing Units to improve detections	<ul style="list-style-type: none"> • Improved perception of An Garda Síochána as: <ul style="list-style-type: none"> ○ Helpful & Community focussed ○ Managing crime locally & nationally • Reduced fear of crime / Increased feelings of safety • Increased satisfaction with An Garda Síochána: <ul style="list-style-type: none"> ○ Listens/responds to community concerns • Increased trust • Increased visibility

Divisional Policing Plan

2.4 Organised Crime (including firearms offences, Human Trafficking and European Arrest Warrants)

[REDACTED]	
Activities	Outcomes
[REDACTED] [REDACTED] [REDACTED]	<ul style="list-style-type: none"> ■ [REDACTED] ■ [REDACTED] <ul style="list-style-type: none"> ■ [REDACTED] ■ [REDACTED] ■ [REDACTED] <ul style="list-style-type: none"> ■ [REDACTED] ■ [REDACTED] ■ [REDACTED]

2.5 Criminal Intelligence (Including CHIS)*

[REDACTED]	
Activities	Outcomes
[REDACTED]	<ul style="list-style-type: none"> ■ [REDACTED] <ul style="list-style-type: none"> ■ [REDACTED] ■ [REDACTED] ■ [REDACTED] ■ [REDACTED] <ul style="list-style-type: none"> ■ [REDACTED] ■ [REDACTED] ■ [REDACTED] ■ [REDACTED]

Divisional Policing Plan

2.6 Offender Management & Recidivism (including Child Diversion & SAOR)	
A reduction in offending through the effective implementation of SAOR and Child Diversion policies	
Activities	Outcomes
1 Identify repeat offenders and appoint trained case manager to each emerging individual 2 Increase number of juvenile case managers.	<ul style="list-style-type: none"> • Reduced recidivism • Reduced fear of crime / Increased feelings of safety • Increased visibility • Improved perception of An Garda Síochána as: <ul style="list-style-type: none"> ○ Managing crime locally & nationally

2.7 Victim Support	
Providing a responsive service to victims of crime, keeping all victims up to date on investigations, complying with both Garda victims policy and the Victims Act	
Activities	Outcomes
1 Increase the proportion of completed victim assessments which are made within 3 days of reporting to 85% 2 Meet all our obligations to victims as enshrined in legislation and the the Victims Directive.	<ul style="list-style-type: none"> • Increased trust • Increased victim satisfaction • Increased satisfaction with An Garda Síochána: <ul style="list-style-type: none"> ○ Listens/responds to community concerns • Increased perception that An Garda Síochána treats people equally • Reduced fear of crime / Increased feelings of safety • Improved perception of An Garda Síochána as: <ul style="list-style-type: none"> ○ Helpful & Community focussed ○ Managing crime locally & nationally

Divisional Policing Plan

2.8 Missing Persons	
Effective management of all missing persons cases in compliance with Garda policy	
Activities	Outcomes
1 Ongoing review of all missing person incidents by District Officers 2 Ensure all procedures and protocols relating to missing persons are complied with and implemented.	<ul style="list-style-type: none"> Increased satisfaction with An Garda Síochána: <ul style="list-style-type: none"> Listens/responds to community concerns Increased trust Reduced fear of crime / Increased feelings of safety Increased perception An Garda Síochána is well managed Improved perception of An Garda Síochána as: <ul style="list-style-type: none"> Helpful & Community focussed Managing crime locally & nationally

2.9 Domestic Abuse	
Provision of an empathetic responsive service to all victims of domestic abuse, in line with relevant Garda policy and legislation	
Activities	Outcomes
1 In-Person victim call-backs will be made to a <u>minimum</u> of 40% of victims of domestic abuse. These visits will be recorded on the victim engagement screen. 2 Ensure that An Garda Síochána Policy on Domestic Abuse Intervention is adhered to in every respect. 3 Review assault incidents on PULSE to establish if a 'domestic abuse' motive is recorded. 4 Divisional Protective Services to review of all domestic investigation where there are children affected by same.	<ul style="list-style-type: none"> Increased reporting of domestic violence related offences Increased satisfaction with An Garda Síochána: <ul style="list-style-type: none"> Listens/responds to community concerns Increased trust Increased perception that An Garda Síochána treats people equally Improved perception of An Garda Síochána as: <ul style="list-style-type: none"> Helpful & Community focussed Managing crime locally & nationally Reduced fear of crime / Increased feelings of safety Increased visibility

Divisional Policing Plan

2.10 Sexual Offences	
Provision of an empathetic responsive service to all victims of sexual crime, in line with relevant Garda policy and legislation	
Activities	Outcomes
1 Divisional Protective Services Unit to be established. 2 Inspector appointed with responsibility to oversee sexual investigations to ensure that all crimes are fully investigated to the highest professional standard.	<ul style="list-style-type: none"> • Increased reporting of sexual offences • Increased satisfaction with An Garda Síochána: <ul style="list-style-type: none"> ◦ Listens/responds to community concerns • Increased trust • Increased perception that An Garda Síochána treats people equally • Improved perception of An Garda Síochána as: <ul style="list-style-type: none"> ◦ Helpful & Community focussed ◦ Managing crime locally & nationally • Reduced fear of crime / Increased feelings of safety • Increased visibility

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
1 A reduction in the FCN recording delay to less than 16 days on average per month for manually issued FCN records 2 Increase lifesaver offence detections 3 A minimum of 30 MIT Checkpoints each month, per District, to be conducted. 4 Increase MIT breath tests performed 5 Implement National Roads Policing Operations Plan 6 Provide increased policing visibility on national and secondary road networks to detect/deter travelling criminals. 7 Maintain an appropriate number of multi – agency checkpoints in conjunction with the Regional Strategy. 8 Ensure that all members are trained in the use of FCPN procedures	<ul style="list-style-type: none"> • Safer Roads, reduced road deaths and serious injuries • Increased satisfaction with An Garda Síochána: • Listens/responds to community concerns • Improved perception of An Garda Síochána as: <ul style="list-style-type: none"> ◦ Helpful & Community focussed ◦ Managing crime locally & nationally • Reduced fear of crime / Increased feelings of safety • Increased visibility

Divisional Policing Plan

2.12 Road Safety Education & Awareness	
Activities	Outcomes
1 Carry out Road Safety awareness talks in specified schools 2 Road Safety Information Stand Display at Public Event at least one event each quarter throughout the Division. 3 Engage in local media campaign. 4 Ensure areas identified with traffic flow issues are effectively managed.	<ul style="list-style-type: none"> • Increased satisfaction with An Garda Síochána: <ul style="list-style-type: none"> ○ Listens/responds to community concerns • Increased trust • Increased perception that An Garda Síochána treats people equally • Improved perception of An Garda Síochána as: <ul style="list-style-type: none"> ○ Helpful & Community focussed ○ Managing crime locally & nationally • Reduced fear of crime / Increased feelings of safety • Increased visibility

2.13 Event Management	
Activities	Outcomes
1 Engage with all stakeholders to ensure that appropriate resources are provided for event. 2 Prepare operational policing plans and implement same for any events in Division	<ul style="list-style-type: none"> • Increased satisfaction with An Garda Síochána: <ul style="list-style-type: none"> ○ Listens/responds to community concerns • Increased trust • Improved perception of An Garda Síochána as: <ul style="list-style-type: none"> ○ Helpful & Community focussed • Increased visibility • Reduced fear of crime / Increased feelings of safety

3) A Secure Ireland

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

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

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




Divisional Policing Plan

3.3 Major Emergency Management	
Activities	Outcomes
<p>[REDACTED]</p> <p>[REDACTED]</p> <p>[REDACTED]</p> <p>[REDACTED]</p>	<ul style="list-style-type: none"> ■ [REDACTED] ■ [REDACTED] ■ [REDACTED] ■ [REDACTED] ■ [REDACTED]

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
1 Undertake inspection and reviews in line with Garda policy on 59/2014	<ul style="list-style-type: none"> Increased trust Increased perception that An Garda Síochána is well managed Better management of risk

4.2 Risk Management

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

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

Divisional Policing Plan

4.3 Financial Management

Effective management of all spending within the District , ensuring policing services are delivered within budget

Activities

- 1 Monitor overtime spend and ensure all overtime is within budget.
- 2 Review all claims for subsistence and travel.
- 3 Minimise the long term storage of vehicles.

Outcomes

- Increased perception that An Garda Síochána is well managed
- Increased trust
- Increased visibility

4.4 Data Quality

Engaging in activities to support an improvement in organisational data quality

Activities

- 1 Reducing the number of incidents created after 24 hours
- 2 Reducing by 50% the number of **HISTORIC** incidents with status of Review/Clarification
- 3 Reducing by 50% the number of **RECENT** incidents with status of Review/Clarification
- 4 Reducing the number of incidents created manually
- 5 That all incidents recorded in the Division are in compliance with Organisational Policy and Procedures.

Outcomes

- Increased trust
- Increased perception that An Garda Síochána is well managed
- Enhanced Data Quality

4.5 Change Projects

Divisional Policing Plan

Activities	Outcomes
1 Implementation of the Organisations A Policing Service For The Future (APSFF) Projects for 2019	<ul style="list-style-type: none"> • Increased satisfaction with An Garda Síochána: <ul style="list-style-type: none"> ○ Listens/responds to community concerns • Increased trust • Improved perception of An Garda Síochána as: <ul style="list-style-type: none"> ○ Helpful & Community focussed ○ Managing crime locally & nationally • Reduced fear of crime / Increased feelings of safety • Increased visibility Síochána

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
1 All members trained in the PALF process 2 Managers effectively manage the PALF process throughout the year 3 Ensure that 100% Divisional Garda members undertake 1 annual review meeting.	<ul style="list-style-type: none"> Improved perception of An Garda Síochána as well managed Increased satisfaction with An Garda Síochána: <ul style="list-style-type: none"> Listens/responds to community concerns Increased trust Improved perception of An Garda Síochána as: <ul style="list-style-type: none"> Helpful & Community focussed Managing crime locally & nationally

5.2 Health and Safety Compliance & Promotion

Activities	Outcomes
1 Raise members awareness regarding 6 C's first responders safety principals	<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:

Divisional Policing Plan

	<ul style="list-style-type: none"> ○ Helpful & Community focussed ○ Managing crime locally & nationally • Reduced fear of crime / Increased feelings of safety • Increased visibility
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5.3 Absence Management and Employee Wellness

Investing in the physical and mental wellness of our people

Activities

- 1 Meet with staff as appropriate (Return to work)
- 2 Ensure all staff are aware of supports available.
- 3 Ensure all staff are contacted/visited to enquire after their welfare
- 4 Monitor absence trends
- 5 Inspect records each quarter

Outcomes

- Increased satisfaction with An Garda Síochána:
 - Listens/responds to community concerns
- Increased trust
- Increased perception that An Garda Síochána treats people equally
- Improved perception of An Garda Síochána as:
 - Helpful & Community focussed
 - Managing crime locally & nationally
- Reduced fear of crime / Increased feelings of safety
- Increased visibility

5.4 Civilianisation

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

Activities

- 1 Identify areas within the Division for workforce realignment
- 2 Reallocation of personnel to policing duties upon allocation of Garda staff

Outcomes

- Increased satisfaction with An Garda Síochána:
 - Listens/responds to community concerns
- Increased trust
- Increased perception that An Garda Síochána treats people equally
- Improved perception of An Garda Síochána as:

Divisional Policing Plan

	<ul style="list-style-type: none"> ○ Helpful & Community focussed ○ Managing crime locally & nationally • Reduced fear of crime / Increased feelings of safety • Increased visibility
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5.5 Garda Reserve Utilisation

Activities	Outcomes
1 Ensure Divisional Plan in place to allocate Reserve members for operational duties, particularly at weekends. 2 Promote the Garda Reserve during school visits and review Training needs plan.	<ul style="list-style-type: none"> • Increased satisfaction with An Garda Síochána: <ul style="list-style-type: none"> ○ Listens/responds to community concerns • Increased trust • Increased perception that An Garda Síochána treats people equally • Improved perception of An Garda Síochána as: <ul style="list-style-type: none"> ○ Helpful & Community focussed ○ Managing crime locally & nationally • Reduced fear of crime / Increased feelings of safety • Increased visibility

5.6 Training Initiatives

Activities	Outcomes
1 Completion of online youth referral e-learning course 2 Training needs assessment and application for courses at Divisional (CPD) and national (Garda College) level	<ul style="list-style-type: none"> • Increased engagement with personnel • Increased trust • A better skilled workforce




Divisional Policing Plan

5.7 Reducing Complaints / GSOC Local initiative	
Activities	Outcomes
1 2 Reviews and Inspections conducted – 1 each half.	<ul style="list-style-type: none"> • Increased engagement with personnel • Increased trust • A better skilled workforce

6) A Human Rights Foundation

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

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

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

Activities	Outcomes
1 100% personnel offered ethics training, 95% of members to have completed ethics training, 100% of personnel trained to have signed the code of ethics	<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

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

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.