

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

Roscommon-Longford 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

As we move into 2019 our Divisional Policing Plan will act as a “directional map” for the Division. The Plan highlights the forthcoming activities, developments and opportunities for the Division and all personnel working within. The Roscommon and Longford Policing Plan 2019 affords all personnel the opportunity to take “ownership” of the Division and the direction in which it will develop. 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.

The Policing Plan also acts as the link between An Garda Síochána and the community, by which the community can see our progress and indeed hold An Garda Síochána to account. In consultation with stakeholders the primary focus of the plan is greater visibility, community engagement and service delivery excellence which will be achieved through planned policing activities focusing on the five key areas: National and International Security, Confronting Crime, Roads Policing, Community Engagement & Public Safety, and Organisational Development and Capacity Improvement.

The Roscommon and Longford Division will engage and partake in the major reforms under our policing service of the future, under the life time of this plan, to further and enhance the organisations capacity to deliver policing to the community. All personnel will be provided with training and the changes will ensure all Garda personnel are better equipped to complete their roles in delivering this service.



Tony Healy

Our People & Organisation

Roscommon – Longford Division Infrastructure

The Roscommon Longford Division consist of (4) Garda District Headquarters & (18) Sub District Stations.

District Headquarters

Castlerea Garda Station



Sub Stations

Frenchpark G.S.
Ballinlough G.S.
Tulsk G.S.
Ballaghaderreen G.S.
Boyle G.S.
Strokestown G.S.
Keadue G.S.
Elphin G.S.

Granard Garda Station



Sub Stations

Edgeworthstown G.S.
Smear G.S.
Drumlisk G.S.
Rooskey G.S.

Longford Garda Station



Sub Stations

Ballymahon G.S.
Lanesboro G.S.
Keenagh G.S.

Roscommon Garda Station



Sub Stations

Clonark G.S.
Athleague G.S.
Taughmaconnell G.S.

Divisional Policing Plan

Stations within the Division

Station	District & Superintendent	Opening Hours	Telephone
Castlerea	Castlerea – Superintendent	24 Hours	094 9621630
Frenchpark	Castlerea – Superintendent	Monday - Friday - 10am-12pm, 8pm-10pm Saturday & Sunday - 10am-12pm	094 9870002
Ballinlough	Castlerea – Superintendent	Monday - Saturday - 10am-1pm Sunday - 12pm-2pm	094 9640002
Tulsk	Castlerea – Superintendent	Monday - Saturday - 10am-11am Sunday - 12pm-1pm	071 9639002
Ballaghaderreen	Castlerea – Superintendent	Monday - Saturday - 10am-1pm Sunday - 10am-12pm	094 9860002
Boyle	Castlerea – Superintendent	Monday - Saturday - 9am-1pm, 7pm-10pm Sunday - 11am-1pm	071 9664620
Strokestown	Castlerea – Superintendent	Monday - Friday - 10am-11am Saturday - 6pm-7pm	071 9633002
Keadue	Castlerea – Superintendent	Monday - Friday - 10am-11am, 2pm-3pm, 8pm-9pm Sunday - 10am-11am, 8pm-9pm	071 9647202
Elphin	Castlerea – Superintendent	Monday - Sunday - 10am-12pm	071 9635002
Rooskey	Castlerea – Superintendent	Monday - Friday - 10am-1pm Saturday - 2pm-5pm	071 9638002
Granard	Granard – Superintendent James Boyle	24 Hours	043 6687660
Drumlisk	Granard – Superintendent James Boyle	Varies	043 6624102

Divisional Policing Plan

Edgeworthstown	Granard – Superintendent James Boyle	Monday, Tuesday, Wednesday - 1pm-3pm Thursday, Friday, Saturday - 8pm-10pm	043 6671002
Smear	Granard – Superintendent James Boyle	Varies	043 6684102
Longford	Longford – Superintendent James Delaney	24 Hours	043 3350570
Ballymahon	Longford – Superintendent James Delaney	Monday - Friday - 11am-1pm 10am-1pm, 2 Saturdays per month 11am-1pm, 1 Sunday per month	09064 32303
Lanesboro	Longford – Superintendent James Delaney	Monday - Sunday - 10am-1pm	043 3321102
Keenagh	Longford – Superintendent James Delaney	3pm-5pm - 2 days per week 2pm-5pm 3 Saturday's per month	043 3322102
Roscommon	Roscommon – Superintendent Fran Nicholson	24 hours	09066 6638300
Athleague	Roscommon – Superintendent Fran Nicholson	Temporarily Closed	09066 63312
Taughmaconnell	Roscommon – Superintendent Fran Nicholson	Monday and Wednesday 2.30pm-4.30pm Friday - 9.30pm-11pm	09096 83612
Clonark	Roscommon – Superintendent Fran Nicholson	Monday - Friday 10am-12pm Saturday and Sunday 2pm-4pm	09064 37102



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 respond to community concerns	↑	Perception that AGS treats all people equally	↑
Garda visibility	↑	Perception that An Garda Síochána is helpful & community focussed	↑	Perception that An Garda Síochána is managing crime locally	↑

1.1 Engaging with Communities (Inc. JPC Engagement)	
Work with our Joint Policing Committee (JPC), Community Groups (Neighbourhood Watch, Community Alert, Business Watch, Hospital Watch etc.) and other fora to identify local community needs and to ensure appropriate policing responses.	
Activities	Outcomes
<ol style="list-style-type: none"> 1. Neighbourhood Watch and Community Alert Forum will be held in County Longford and County Roscommon to reinforce programmes in place. 2. Divisional Theft Forum to be held within each county. 3. Attendance and interaction at Joint Policing Committees within the counties of Longford and Roscommon. 4. Ensure a Business Watch programme is launched and actively engaged in each District. 	<ul style="list-style-type: none"> • Increased engagement and interaction with stakeholder and communities. • Educate and awareness of retail theft and retail scams. • Engagement with local representatives through the JPC.

Divisional Policing Plan

1.2 Anti-Social Behaviour, Public Order & High Visibility Policing	
Providing a visible responsive proactive policing service, targeting antisocial behaviour/public order hotspots to improve quality of life for residents and visitors	
Activities	Outcomes
<ol style="list-style-type: none"> 1. Identify public order 'Hotspots.' 2. Develop community policing maps. 3. Mountain bike patrols - paying particular attention to areas where anti-social behaviour is prevalent. 4. High visibility foot patrols in rural and urban areas. 5. Anti-Social Behaviour Orders to be utilised when appropriate. 6. High visibility check points. 7. Specific public order beats at major events and when necessary at public holidays/weekends. 	<ul style="list-style-type: none"> • Provide a safe environment of our communities. • Managing crime locally and nationally. • Reduced fear of crime by the increased visibility of Garda. • Increased feelings of safety. • Increased visibility by increased use of all resources to patrol. • Improve quality of life by the reduction of the anti-social behaviour. • Specific areas to have a designated community Garda.

1.3 Engaging with minorities and other vulnerable groups (including hate crime initiatives)	
Working proactively with minority and vulnerable communities to ensure all persons requiring policing services feel comfortable accessing them, particularly those impacted by hate crimes/bias motivated crimes.	
Activities	Outcomes
<ol style="list-style-type: none"> 1. Create, monitor, and maintain a vulnerable older person register. 2. Ethnic Liaison Officers and Community Policing Units will meet with minority groups on a regular basis. 3. The number of hate crimes will be monitored and investigated in a timely manner. 4. Each District within the Roscommon-Longford Division will hold an Open Day, with a specific view for attendees from the above groups to become further engaged with the policing services. 	<ul style="list-style-type: none"> • Increased engagement with all minority groups within the Division. • Increased perception of safety by increasing interaction with vulnerable persons. • Prevention of 'hate crime' by engagement with minority groups. • Fully engagement with refugees and asylum seekers within Division.

Divisional Policing Plan

<ol style="list-style-type: none"> 5. Full engagement with refugee facilities within the Division. 6. Engagement with Active Age meetings. 7. Call backs to elderly victims of crime. 8. Develop community policing maps. 	<ul style="list-style-type: none"> • Reduce fear of crime by providing safety and security advice to older persons and vulnerable.
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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"> 1. Divisional Garda Youth Awards. 2. Work Experience with Transition Year students. 3. Monitor policy and protocols for missing persons and missing children in care policy. 4. Roll out of School Talk to primary and secondary schools. 5. Children's First Training. 6. Secondary schools and Youthreach groups in the Division will receive a 'Use your Brain not Your Fist' presentation. 	<ul style="list-style-type: none"> • Increase the positive interaction with youths and youth groups. • Educate young people on the role and function of An Garda Síochána. • Reduction in missing young persons. • Engaging with young people at risk and reduction in risk to them. • Increase awareness of the seriousness of assaults. • Increase feeling of safety among young people. • Break down barriers between An Garda Síochána and young people. • Reduced fear of crime / Increased feelings of safety. • Increased visibility.

1.5 National Drug Strategy	
Making our community a safer environment.	
Activities	Outcomes
<ol style="list-style-type: none"> 1. To actively promote awareness via education through the National Drug Strategy. 2. Divisional Drugs Unit to engage with the schools programme. 3. Drug awareness seminars delivered to create cognisance in relation to drug abuse, its symptoms and approaches to preventing drug abuse. 	<ul style="list-style-type: none"> • Actively discouraging drug abusers. • Actively targeting persons engaged in the sale and supply to young persons. • Increased awareness of drug issues and the impact on Society. • Intimidation incidents reduced by engagement with Society.

Divisional Policing Plan

<ol style="list-style-type: none"> 4. Engage in activities that identify drug offenders. 5. Identify vulnerable persons that may be subjected to drug use. 6. Provide support to parents of drug dependant minors. 	<ul style="list-style-type: none"> • Create an openness where people are willing to communicate openly with An Garda Síochána.
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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					
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Incidences of crime	↓	Fear of Crime	↓	Road deaths and injuries	↓
Crime Detections	↑	Victim Satisfaction	↑	Key Lifesaver Offence detections	↑
Perception of crime as a very serious or serious problem	↓	Satisfaction that AGS listens to and response to community concerns	↑	Perception that An Garda Síochána is managing crime nationally	↑
Standard of investigations	↑	Garda visibility	↑	Legislative compliance	↑

2.1 Investigation and Detection (Burglary, Robbery, Assault and Volume Crime)	
A comprehensive approach to all aspects of crime investigation and detection, delivering improved investigative outcomes	
Activities	Outcomes
<ol style="list-style-type: none"> 1. 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. Enhancing the use of Crime Scene Investigation 6. Ensuring bail and curfew compliance 7. Management of Offenders in line with SAOR policy 8. Utilising forensic evidence 9. Utilising CCTV evidence 10. Implementation of national assault reduction plan initiatives 	<ul style="list-style-type: none"> • All crime reviewed through robust management. • Each investigation will have a named investigating Garda. • Senior Investigating Officer appointed to all serious/critical crime incidents. • Enhanced sharing of relevant information across District and Divisional boundaries. • Improved analysis of why crimes are not detected and areas for improvement identified. • An improved approach to criminal investigation. • Improved management of offenders through monitoring bail conditions and curfew compliance. • Increased enforcement of court orders.

Divisional Policing Plan

	<ul style="list-style-type: none"> Continued monitoring of offenders at risk of reoffending. All DNA samples, photographs, fingerprints etc. are taken in compliance with policy and legislation.
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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"> 1. Crime prevention activities: <ul style="list-style-type: none"> Utilise Crime Prevention Officer as appropriate to engage with National crime prevention activities. Crime Prevention Officer to engage with Business Watch and upskill Community Policing units in prevention advice. 2. Implement National Crime Prevention and Reduction Strategy initiatives. 3. Create an awareness amongst the community and Divisional force of the advantages of crime prevention. 4. Day of Crime Prevention to be held in each quarter. 	<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

Divisional Policing Plan

<ol style="list-style-type: none"> 1. Targeted drugs operations conducted resulting in seizures fully investigated and dealt with in accordance with policy and procedure. 2. Use of criminal Asset Profilers to identify assets procured as a result of crime. 	<ul style="list-style-type: none"> • Assets seized. • Removal of drugs from public market. • Reducing organised crime groups.
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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"> • A safer community. • Reduced crime. • Stronger relationships with communities and external police forces. • Identified as a pro-active police force. • Reduction in possession of unlicensed firearms. • Create awareness of humanitarian exploitation. • More engaged with European policing counterparts. • Deterrent to committing criminal activity.

2.5 Offender Management & Recidivism (including Child Diversion & SAOR)	
A reduction in offending through the effective implementation of SAOR and Child Diversion policies	
Activities	Outcomes
	<ul style="list-style-type: none"> • Reduced recidivism. • Reduced fear of crime / Increased feelings of safety. • Improved inter-agency approach to crime prevention and detections.

Divisional Policing Plan

- All crime incidents reviewed and repeat offenders identified.
- Deterrent of reoffending and support in rehabilitation.
- Support to all parties concerned.

2.6 Victim Support

Providing a responsive service to victims of crime, keeping all victims up to date on investigations, complying with both Garda victims policy and the Victims Act

Activities	Outcomes
<ol style="list-style-type: none"> 1. Achieve victim call-back and interaction goals within the Division. 2. Domestic Violence Ambassadors programme to be rolled out across the Division. 3. Victim surveys to take place. 4. Monitor victim engagement tools. 5. All victim based court cases will adhere to the Victims Charter. 6. In-Person victim call-backs will be made to a minimum of 40% of victims of domestic abuse. 7. Increase the proportion of completed victim assessments which are made within 3 days of reporting to 85%. 8. Engaging with voluntary support groups to provide support to victims. 	<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. <ul style="list-style-type: none"> • Reduced fear of crime / Increased feelings of safety. • 100% of crime victims updated in relation to investigation status and detection.

2.7 Missing Persons

Effective management of all missing persons cases in compliance with Garda policy

Activities	Outcomes
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Divisional Policing Plan

<ol style="list-style-type: none"> 1. Monitoring and review of missing persons as per Missing Person Protocol. 2. Missing Children in Care Protocols to be monitored and reviewed. 3. Create a database of experts to assist with search and rescue/recovery of missing people. 4. Appointed liaison Garda to link with residential care homes to ensure return of young persons and intervention by State bodies when appropriate. 5. Missing person search exercise. 	<ul style="list-style-type: none"> • Reduce the occurrence of repeat missing children. • Increase the time frame for the recovery of missing persons. • Utilisation of all available resources with regarding the search and recovery of missing persons. • Increase engagement with external agencies to ensure speedy and positive results. • Building relationships with State and voluntary agencies to achieve positive outcomes in search for missing persons.
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2.8 Domestic Abuse	
Provision of an empathetic responsive service to all victims of domestic abuse, in line with relevant Garda policy and legislation	
Activities	Outcomes
<ol style="list-style-type: none"> 1. All victims of domestic abuse, or where the motive for a crime is domestic abuse, will receive a visit from a Garda who will provide information of domestic abuse, court orders. 2. Domestic Abuse Intervention Policy will be adhered to, monitored and reviewed. 3. Each District will have trained liaison Domestic Abuse Ambassador who will monitor incidents of domestic abuse with particular emphasis on repeat victims. 4. All victims of domestic abuse referred to support groups and victim services. 	<ul style="list-style-type: none"> • Increased reporting of domestic abuse related offences. • Reduction of assaults and serious incidents. • Increase interaction with support groups for victims of domestic abuse. • Reduce repeat victims of domestic abuse crimes. • Increase number of court orders issued. • Increase awareness of support groups from victims of crime and court procedures.

2.9 Sexual Offences	
Provision of an empathetic responsive service to all victims of sexual crime, in line with relevant Garda policy and legislation	
Activities	Outcomes

Divisional Policing Plan

<ol style="list-style-type: none"> 1. Monitor registered Sex Offenders. 2. Nominated member in Sex Offender Risk Assessment and Management. 3. Ensure that all reported Sexual Offences are investigated thoroughly and consistently throughout the Division. 4. Ensure that all child victims and witnesses of sexual offences are dealt with in accordance with the Criminal Evidence Act 1992 and Criminal Law (Sexual Offences) Act 2017. 5. Ensure that all victims of sexual crime are dealt with in accordance with the victim's charter and victim engagement. 	<ul style="list-style-type: none"> • Ensuring that child protection is to the fore of a safer community and creating a trusting environment for increased reporting of child sexual crime. • Greater trust in An Garda Síochána, thereby giving confidence to victims of sexual offences in engaging with Gardaí. • Reduce the associated risk of re-offending. • Increase monitoring and reduction of risk of re-offending. • Increased trust and consequential increase in reporting of sexual crime.
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2.10 Roads Enforcement Activities (including the National Roads Policing Operations Plan)	
Reduce collisions, road deaths and serious injuries through enforcement of key lifesaver offences (speeding, drink driving, seatbelt and mobile phone offences) and relevant legislation.	
Activities	Outcomes
<ol style="list-style-type: none"> 1. Increase lifesaver offence detections. 2. Increase MIT breath tests performed. 3. Implement National Roads Policing Operations Plan. 4. Operate regular checkpoints at all fatal or serious road traffic accidents. 5. Increase testing levels for drug driving. 6. All District and Divisional personnel will support Roads Policing Operations Plan (RPOP). 7. Enforce Supplementary Roads Policing Plan. 8. Deploy Divisional Roads Policing Units to assist with Garda 'Days of Action.' 9. A reduction in the FCN recording delay to less than 16 days on average per month for manually issued FCN records. 	<ul style="list-style-type: none"> • Safer Roads, reduced road deaths and serious injuries • Increased visibility. • Deprive criminals of the use of our roads through targeted approach towards local criminals. • Assist with crime operations to positively influence behaviour on our roads. • Engage with communities to increase awareness and Garda visibility. • Increase enforcement levels of MIT's.

2.11 Road Safety Education & Awareness
Promotion of the best-practices in modern road safety, improving driver behaviour and enforcement.






Divisional Policing Plan

Activities	Outcomes
<ol style="list-style-type: none"> 1. Implement schools programme to deliver road safety talks to primary school children. 2. Multi-agency checkpoints to include motorway (M6). 	<ul style="list-style-type: none"> • Increased visibility. • Increased awareness among young people of road safety. • Increased engagement with target audience. • Deprive criminals of the use of the road network. • Increase the perception that An Garda Síochána are visible/reassure the public.

2.12 Event Management	
<p>Through consultation with primary response agencies, event organisers and event promoters, comprehensive operational plans will be completed and implemented ensuring a co-ordinated response to traffic management, and the maintenance of public order without undue disturbance to residents, event attendees or the general public.</p>	
Activities	Outcomes
<ol style="list-style-type: none"> 1. Schedule of planned events to be compiled across the Division. 2. Event management to be included on agenda at Divisional PAF meetings. 3. Inspector in each District to oversee event management and planning. 	<ul style="list-style-type: none"> • Listens/responds to community concerns. • Increased trust. • Increased visibility. • Increased feeling 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	
Targeting, intelligence gathering and interdiction of subversives living and operating within the District	
Activities	Outcomes
	<ul style="list-style-type: none"> • Case management of all subversive/groups updated. • A safer community in a changing environment. • Greater knowledge of dissident activities. • Reduce ability to fundraise for illegal activities. • Vulnerable young people protected.

3.2 Major Emergency Managem

Divisional Policing Plan




Major Emergency Management provides for an overall combined response, from the Principal Response Agencies, as soon as a major emergency is declared. It is intended to support and enhance the existing liaison and co-operation between principal response agencies. Fostering Divisional and District resilience is identified as an important objective in this area in order to minimize the disruption to society and to facilitate quick recovery of essential services from emergency events.

Activities	Outcomes
	<ul style="list-style-type: none">• Increased trust.• Increased feelings of safety.• Improved perception of An Garda Síochána. Enhanced liaison with primary response agencies.• Enhanced preparedness in the event of a major emergency.• Raised awareness among Divisional force of major emergency framework.

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"> 1. Ensure the ongoing, dynamic management of all risks within the Division and engaging with relevant stakeholders. 2. Undertake a review of the risk register in line with the development and evaluation of the annual Policing Plan. 3. Monthly updates with briefing material as discussed at Risk Champion meetings. 4. Utilise organisational supports to add value to Divisional risk management. 	<ul style="list-style-type: none"> • Improved perception of An Garda Síochána as well managed. • Increased trust. • Reduced risk. • Better management of risk.

Divisional Policing Plan

5. Ensure all risk registers are submitted on a quarterly basis in compliance with risk management policy and procedures.	
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4.3 Financial Management	
Effective management of all spending within the District , ensuring policing services are delivered within budget	
Activities	Outcomes
<ol style="list-style-type: none"> 1. Dynamic management of all budgets within the Division. 2. Review financial reports on ongoing basis with a focus on controllable costs (OT, T&S, other non-pay related costs). 	<ul style="list-style-type: none"> • Increased perception that An Garda Síochána is well managed and delivering value for money. • Greater transparency.

4.4 Data Quality	
Engaging in activities to support an improvement in organisational data quality	
Activities	Outcomes
<ol style="list-style-type: none"> 1. Ensure data is kept in accordance with protocols. 2. Monitor data access. 3. Delivery of quality data and governance re use of data. 	<ul style="list-style-type: none"> • Increased trust. • An Garda Síochána is well managed. • Enhanced data quality. • Gardaí accountability in the creation and storage of data.

Divisional Policing Plan

4.5 Change Projects	
A focus on streamlined and efficient practices, incorporated in all change initiatives.	
Activities	Outcomes
<ol style="list-style-type: none"> 1. Support to all strategic transformation projects rolled out within the Division. 	<ul style="list-style-type: none"> • Increased satisfaction with An Garda Síochána as an organisation that addresses change. • Improved efficiency of services. • Committed to change. • Improved perception that An Garda Síochána is committed to change and service improvement.

4.6 Estate Management / Station Upkeep	
Developing and maintaining a modern policing environment to meet the changing demands of front line policing.	
Activities	Outcomes
<ol style="list-style-type: none"> 1. Maintaining fixed assets. 2. Progressing developments that improve services. 3. Ensuring Health and Safety obligations are met. 4. Re-development of Ballymahon Garda Station. 5. Re-development of Longford Garda Station. 6. Re-development of Granard Garda Station. 7. Re-development of Athleague Garda Station. 8. Transparent tendering process. 	<ul style="list-style-type: none"> • Enhanced working environment. • Improved facilities for communities and staff. • Greater capacity for personnel.

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"> Managers effectively manage the PALF process throughout the year. Face to face management briefings at shift overlaps and briefing periods. Maximise the use of briefing period. Introduce a performance management culture in the Division. 	<ul style="list-style-type: none"> Focused workforce. Clear and communicative structures in place for delivery of policing services.

5.2 Health and Safety Compliance & Promotion

Ensure that the Division is compliant in all areas of Health and Safety.

Activities	Outcomes
<ol style="list-style-type: none"> Raise member's awareness regarding 6 C's first responder's safety principals. Up to date Health and Safety Statements for all areas. Training personnel in Health and Safety Disciplines. 	<ul style="list-style-type: none"> A safe working environment for all garda staff. A safe working environment for all service users. A safe environment for the community.Reduced fear of crime / Increased feelings of safety Increased visibility

Divisional Policing Plan

5.3 Absence Management and Employee Wellness	
Investing in the physical and mental wellness of our people which supports a work life balance.	
Activities	Outcomes
<ol style="list-style-type: none"> 1. Close monitoring of sickness absence. 2. Promotion of 24 hour counselling service. 3. Peer support and Employee Assistance service. 4. Health and wellness initiatives immersement 	<ul style="list-style-type: none"> • A healthy and happier workforce.

5.4 Civilianisation	
Identification of roles suitable for civilianisation and reallocation of personnel to operational policing duties	
Activities	Outcomes
<ol style="list-style-type: none"> 1. Civilianisation of suitable roles to maximise available Garda personnel. 2. Reallocation of personnel to policing duties upon allocation of Garda staff. 	<ul style="list-style-type: none"> • Commitment to workforce plan. • Increased perception that An Garda Síochána treats people equally. • Increased perception that personnel are deployed according to skill sets. • Maximisation of Gardaí to front line policing.

5.5 Garda Reserve Utilisation	
Garda Reserves form an integral part of the policing community.	
Activities	Outcomes

Divisional Policing Plan




<ol style="list-style-type: none"> 1. All Garda Reserves will be utilised at Major Events and Days of Action within the Division. 2. Increase the number of reserves from all ethnic backgrounds. 	<ul style="list-style-type: none"> • Increased visibility of uniform personnel by utilising Garda Reserves. • Wider acceptance of A.G.S. as open and engaging organisation.
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5.6 Training Initiatives	
Investment in our people is paramount to the organisational structure of An Garda Síochána.	
Activities	Outcomes
<ol style="list-style-type: none"> 1. Completion of online e-learning courses. 2. Local CPD training initiatives. 3. 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

5.7 Reducing Complaints / GSOC Local initiative	
Effective and efficient policing depends on securing the confidence, support and cooperation of local communities and engaging with our communities.	
Activities	Outcomes
<ol style="list-style-type: none"> 1. Ensure every complaint is dealt with in an impartial manner and in accordance with outlined protocols. 2. Code of Ethics reinforced regularly. 3. Ensure training portfolios reinforce best practice and procedures. 4. Implement local intervention to service level complaints. 5. Development of all newly promoted personnel. 	<ul style="list-style-type: none"> • Increased engagement with personnel. • Increased trust. • A better skilled workforce. • Increased public confidence.

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	

6.1 Ethics and Human Rights Initiatives	
To ensure that all policing activities within the Division are carried out under the HRM Policy and Commitments and that the code of ethics is a foundation for all our decisions and actions.	
Activities	Outcomes
<ol style="list-style-type: none"> 1. Highlight Garda Code of Ethics at all Divisional Inspection and Reviews. 2. Greater community awareness. 3. Incorporate HR and Code of Ethics Policies and Procedures and the implementation of best practice. 4. 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 perception that An Garda Síochána treats people equally. • Improved perception of An Garda Síochána as a human rights compliant organisation.

Garda Code of Ethics Commitments

The commitments of each Garda employee as outlined in the Code of Ethics for An Garda Síochána

Duty to Uphold the Law

I will uphold and obey the law and fulfill my responsibilities in a fair and impartial way.

Honesty & Integrity

I will be honest and will act with integrity.

I will always seek the truth by establishing and reporting facts in an honest and objective way.

I will not abuse my power or position and will have the courage to oppose and report any such abuses by colleagues.

I will act in the public interest and not allow circumstances to arise that might compromise, or appear to compromise, myself or the Garda Síochána.

I will appropriately declare and manage any actual or potential conflict of interest that might impair my ability to carry out my duty or weaken public confidence in the Garda Síochána. This includes any conflict that might arise from a personal or business relationship outside of my work in the Garda Síochána.

Respect & Equality

I will recognise and respect the dignity and equal human rights of all people.

I will treat people with courtesy and respect.

I will treat everyone with fairness at all times, and not discriminate wrongfully.

I will oppose and challenge any behaviour or language that demonstrates discrimination or disrespect, in particular with regard to vulnerable individuals or minority groups.

I will be sensitive to the vulnerabilities of individuals, for example because of their age or a disability. I will be sensitive to the difficult circumstances individuals may find themselves in when in contact with the Garda Síochána.

I will show appropriate understanding and empathy to people I come into contact with.

I will make accommodation for an individual's particular needs where possible. Wherever possible, I will take steps to improve relationships with the public, in particular with individuals or groups that may have previously had a limited or challenging relationship with policing services.

Examples of Wrongful Reasons for Discrimination

- Age
- Disability
- Family status
- Gender
- Marital status
- Membership of the Traveller Community
- Religion
- Race
- Colour
- Nationality
- Ethnic or national origins
- Sexual orientation
- Gender non-conformity
- Political opinion
- Residence status
- Social origin

Authority & Responsibility

I will act with self-control, even when provoked or in volatile situations.

I will take responsibility for my actions and omissions, and I will be accountable for them.

I will support my colleagues to the best of my ability as they carry out their duties and responsibilities.

I will only give instructions that I reasonably believe to be lawful and I will carry out lawful instructions to the best of my ability.

I will challenge instructions that I believe to be unlawful or contrary to the principles set out in this Code.

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I understand that any decision not to follow an instruction needs to be fully justified.

I will make sure that I do not take - any substance, such as alcohol or drugs, that will make me unfit for work.

I will report to a supervisor if I am unfit for work for any reason.

I will use all information, training, equipment and management support I am provided with to keep myself safe and up to date with my role and responsibilities.

I will endeavour to ensure the proper, effective and efficient use of public money and resources.

I will not use social media and mobile communications in a manner that may be perceived as discriminatory, bullying, victimising or unprofessional.

Police Powers

I will respect the human rights of all people, including the right to life, to security of the person and bodily integrity; to freedom of expression; to freedom of assembly and association; to privacy; and to be free from arbitrary arrest or detention.

When it is necessary to use police powers to achieve an objective, I will make sure that my actions are in accordance with the law and proportionate.

Every time I make a decision as to whether or not to use police powers I will be prepared to account for my actions. Wherever possible, I will explain my decisions to individuals affected.

When a situation requires me to use force I will, as soon as possible, make sure that the person I used force against is safe and receives any necessary assistance.

Information & Privacy

I will recognise and respect every person's right to privacy. I will interfere with this right only when it is lawful and necessary to achieve a legitimate objective.

I will never hide, exaggerate, invent, interfere with or improperly destroy information or evidence.

I will gather, retain, access, disclose or process information only in accordance with the law and principles of data protection.

I will not improperly convey Garda information to the media or any third party.

Transparency & Communication

I will communicate and cooperate openly and effectively with colleagues, the public and with other organisations as much as possible.

I will give timely and truthful information as long as this is in accordance with the law and does not compromise an ongoing investigation. Examples of this include updating victims and witnesses about investigations.

I will fulfill any duty to disclose information and records, including information for accused people or for the Garda Ombudsman, in accordance with the law and in a timely, truthful and transparent manner.

I will make sure those victims of crime are made aware of their rights as soon as possible.

I will make sure that I communicate information in a manner that is respectful, easy to understand and sensitive to the circumstances.

I will keep accurate, complete records, especially of all interviews and complaints.

I will make sure that, unless the nature of an assignment prohibits it, I will openly display my Garda identification when I am at work.

Speaking Up & Reporting Wrongdoing

I will never ignore a colleague's unprofessional, unethical, illegal, or corrupt behaviour, regardless of the person's identity, role, rank or grade.

I will protect the integrity of the Garda Síochána by rigorously opposing unprofessional, unethical, illegal, or corrupt behaviour. Where the seriousness of the issue warrants it, I will report, challenge or take action against such behaviour.

I will support any colleague who speaks up in accordance with the law and this Code and challenge anyone who victimises a person for speaking up.

Additional Commitments of Managers

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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.