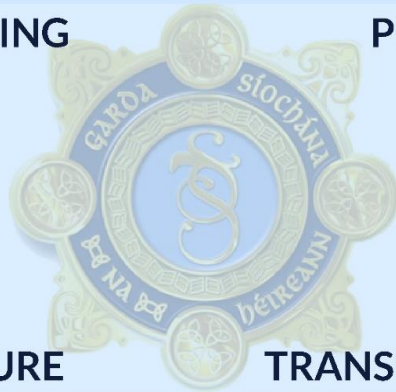


# AN GARDA SÍOCHÁNA

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

Sligo / Leitrim Divisional Policing Plan 2019

## Divisional Policing Plan

### Table of Contents

An Garda Síochána Strategy 2019 – 2021: .....	3
Divisional Officer's Foreword .....	4
Our People & Organisation.....	5
1) Community Policing.....	6
2) Protecting People .....	9
3) A Secure Ireland.....	16
4) Transforming Our Service.....	18
5) Our People: Our Greatest Resource .....	21
6) A Human Rights Foundation.....	25
Garda Code of Ethics Commitments .....	26

## 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

This Annual Policing Plan for Sligo/Leitrim Division sets out our policing priorities and commitments for the coming year. It is my commitment that we deliver a high standard of policing. This can only be delivered in partnership with the community we serve, public representatives, other state bodies, non-government organisations and all other partner stakeholders. Consultation and feedback from external and internal stakeholder has informed this plan. It is also informed by the Garda Síochána Strategy Statement 2019-2021. This plan when actioned and delivered will enhance the service delivered to the communities the Sligo/Leitrim Division.

It is imperative that in addition to meeting the daily policing needs of this community, goals are set annually to raise standards in a number of key areas, thus continually improving the service to the people we serve. For 2019 our focus is to maintain An Garda Síochána's place at the heart of the community and putting the needs of the people first. We will focus on five key areas; Community Policing, Protecting and Supporting the People of Sligo/Leitrim, Transforming our service delivery to provide a consistent, efficient and effective policing service and increased security/operations to support 'A Secure Ireland'.

Sligo/Leitrim Division aims to enhance the Garda services been provided to victims of crime and support the vulnerable. The support services provided by our Victims Support Office and a 2019 launch of advice packs for injured parties and victims, we will place victims at the centre of the Garda service by providing a respectful, reassuring, responsive and reliable service addressing the needs and expectations of all victims. The welfare and support of victims is central to our partnership with community groups, statutory agencies and voluntary organisations. In this regard victim support organisations will continue to provide emotional and practical support to victims and their families.

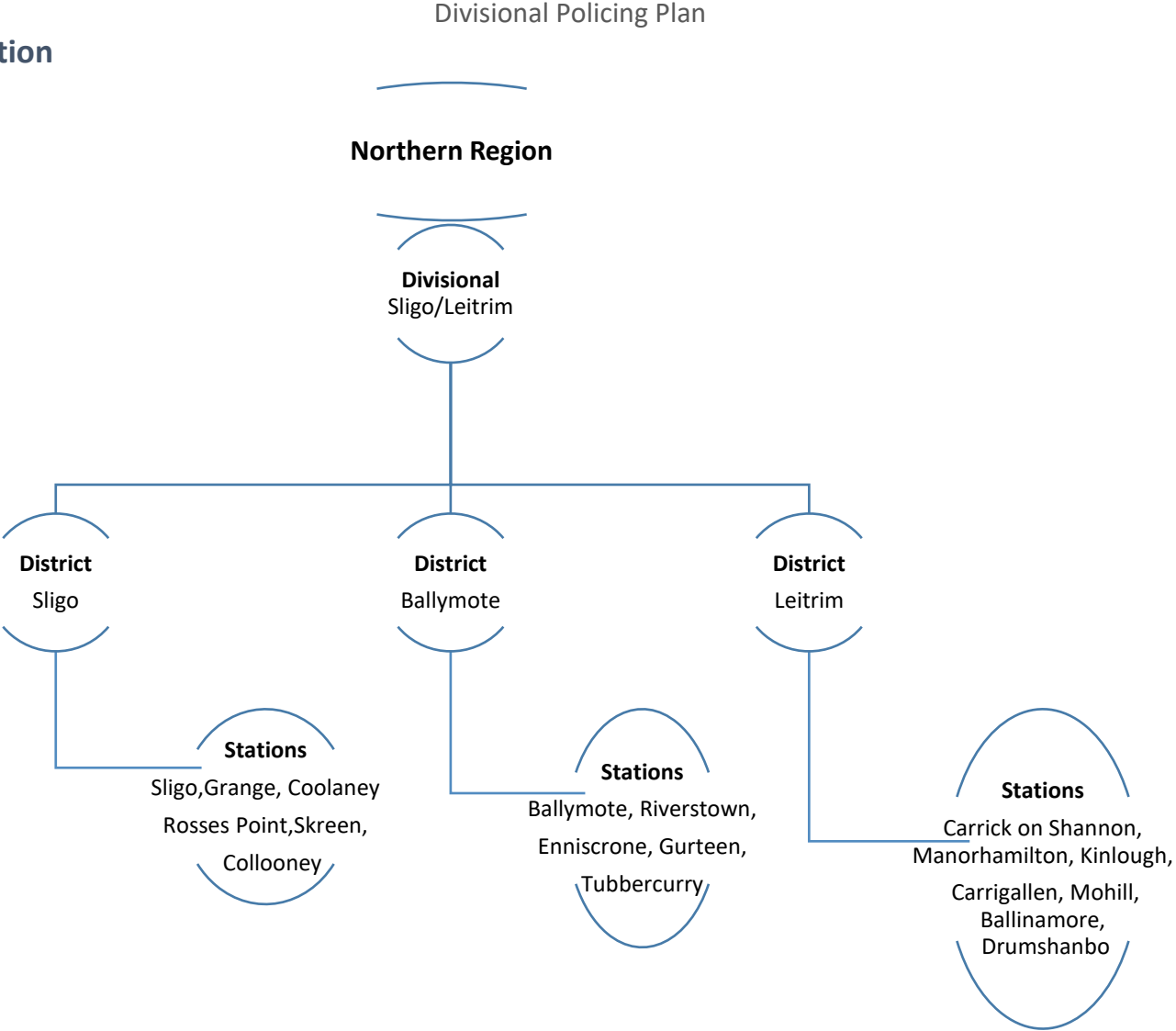
We are mindful of possible policing implications in the discussion arising from Brexit and we are monitoring the political and security environment to ensure preparedness for any possible outcomes.

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 that the initiatives outlined in our 2019 plan will further enhance the service delivery to the people and communities of Sligo/Leitrim which we are proud to serve.

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**AIDAN GLACKEN**  
**CHIEF SUPERINTENDENT**







Our People & Organisation



## 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 build partnerships and improve engagement, which will identify local community needs and ensure appropriate policing responses.	
Activities	Outcomes
<ol style="list-style-type: none"> <li>Continued engagement with JPC and other agencies to identify local community issues and provide appropriate policing responses.</li> <li>Promote Business Watch, Text Alert, and other community-based initiatives.</li> <li>Continue the use of social media through newly established Sligo / Leitrim Garda Facebook page and Garda information slot on local radio.</li> <li>Hold an open day in Ballymote Garda Station during 2019.</li> </ol>	<ul style="list-style-type: none"> <li>Enhancing the partnership with An Garda Síochána and community groups.</li> <li>Increased engagement with communities and increased satisfaction with An Garda Síochána.</li> <li>Improved perception of An Garda Síochána as helpful &amp; Community focussed.</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. Review Community Policing numbers in Sligo / Leitrim Division and allocate personnel where necessary.</li> <li>2. Show commitment to communities by utilising a multi-faceted approach to tackle anti-social behaviour and public order offences by the early identification of problem areas – liaise with local authorities, licence holders, and businesses</li> <li>3. Liaise with relevant agencies with regard to community based CCTV and review status of existing schemes.</li> <li>4. Targeted high visibility mountain bike and foot patrols in order to engage with communities and reduce anti-social behaviour throughout the division.</li> </ol>	<ul style="list-style-type: none"> <li>• An Garda Síochána are listening and responding to the concerns of the community.</li> <li>• Listens/responds to community concerns to Improve the perception that An Garda Síochána helpful &amp; Community focussed</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. Continue engagement with Traveller Support Groups within the Division.</li> <li>2. Work collaboratively with minority groups to enhance existing relationships.</li> <li>3. Ensure sufficient numbers of Ethnic Liaison Officers are trained in the Division.</li> </ol>	<ul style="list-style-type: none"> <li>• Develop partnerships with minority groups</li> <li>• Increase trust between An Garda Síochána and minority groups</li> <li>• Increased perception that An Garda Síochána treats people equally.</li> <li>• Improve perception of An Garda Síochána as helpful &amp; community focussed.</li> </ul>

## Divisional Policing Plan

1.4 Children and Young People	
Engage with and support young people, providing guidance to keep them safe	
Activities	Outcomes
<ol style="list-style-type: none"> <li>1. Develop a two day Transition Year programme delivered by Sligo Gardai to then extend to cover the entire Sligo /Leitrim Division.</li> <li>2. Training in Online Exploitation and Cyber bullying awareness for Gardai delivering Schools Programme.</li> <li>3. Maximise the opportunities to engage with young people in Primary and Secondary schools through the deliverance of the Schools Programme and other Community Engagement events throughout the Division.</li> </ol>	<ul style="list-style-type: none"> <li>• Through the activities listed, we will engage with young people in the Sligo Leitrim division on the topics and issues that are affecting young people most.</li> <li>• By Q4 2019, we will deliver online exploitation and cyber bullying awareness talks to every secondary school in the division.</li> </ul>

1.5 National Drug Strategy	
Engage with those effected by substance abuse and targeting those supplying it.	
Activities	Outcomes
<ol style="list-style-type: none"> <li>1. Further strengthen services to support communities and families affected by substance misuse by regular drugs presentations by Divisional Drugs Unit and biannual attendance at local community engagement meetings.</li> <li>2. Implement the measures relating to the testing of drivers for drugs and alcohol contained in the Road Traffic Acts.</li> <li>3. Strengthen the response to the illegal drug market, including the changing nature of new psychoactive substances, by monitoring drug markets, in particular new drug markets, surface web and darknet drug markets. This will be achieved by liaising by GNOCB, North West Regional Drugs task force and monitoring intelligence obtained from local and national seizures and intelligence.</li> <li>4. Strengthen the effectiveness of the Drug-Related Intimidation Reporting Programme by engaging proactively with local and national groups and victims of drug related intimidation.</li> </ol>	<ul style="list-style-type: none"> <li>• Increased satisfaction with An Garda Síochána.</li> <li>• Demonstrate that Gardaí in Sligo Leitrim Division listens and responds to community concerns</li> <li>• Increased trust with An Garda Síochána</li> <li>• Increased perception that An Garda Síochána treats people equally</li> <li>• Improved perception that An Garda Síochána are effectively managing crime locally &amp; nationally</li> </ul>



## 2) Protecting People

Protecting people from crime and from injury on our roads

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

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

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

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

Activities	Outcomes
<ol style="list-style-type: none"> <li>1 Managing crime utilising the Performance and Accountability Framework to ensure that there is a standardise method to the investigation of all headline crime throughout the Division.</li> <li>2 All burglary incidents reported will be subject to examination by qualified Crime Scene Examiners.</li> <li>3 All undetected crime incidents to be reviewed on a quarterly basis.</li> <li>4 Management of Offenders in line with SAOR policy</li> <li>5 Implementation of national assault reduction plan initiatives</li> <li>6 Develop a pro charge policy throughout the division with those who are apprehended in the course of committing crime.</li> </ol>	<ul style="list-style-type: none"> <li>• There will be a standardised approach to the investigation of crime throughout the division.</li> <li>• Burglary victims will feel that An Garda Síochána are conducting a thorough investigation into their crime.</li> <li>• Offenders will be immediately brought into the criminal justice system.</li> </ul>

## Divisional Policing Plan

2.2 Crime Prevention	
Reduce the incidence of crime through education, awareness and community collaboration	
Activities	Outcomes
<ol style="list-style-type: none"> <li>1. Crime prevention activities – Holding of annual Retail Day.</li> <li>2. Continue the promotion of property marking machine in Co. Sligo and support the intended application for similar machine for Co. Leitrim.</li> <li>3. Implement National Crime Prevention &amp; Reduction Strategy initiatives as communicated by Community Engagement and Public Safety.</li> <li>4. Resources allocate to City Policing Unit focusing on Retail Theft.</li> </ol>	<ul style="list-style-type: none"> <li>• Reduced fear of crime with the community and 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>

2.3 Controlled Drugs	
Enforcement of drugs legislation, focussed on the sale and supply of controlled drugs	
Activities	Outcomes
<ol style="list-style-type: none"> <li>1 Increase levels of awareness in secondary and third level education of the harmful effects of controlled drugs by drugs presentations on local and national trends.</li> <li>2 Increase levels of enforcement of drug driving legislation in cooperation with Roads Policing and regular units.</li> <li>3 Targeted operations surrounding key events (Rag Week, Music festivals etc.)</li> <li>4 Intelligence led targeting of individuals suspected of drug supply in each district using trained Asset Profilers.</li> <li>5 Continue to monitor and disrupt the activities of known drug users / suppliers through surveillance and intelligence led operation and searches.</li> </ol>	<ul style="list-style-type: none"> <li>• Increase public awareness at all age levels with the risks associated with controlled drugs.</li> <li>• Denying criminals and drug users and suppliers the use of the roads.</li> </ul>

## Divisional Policing Plan

2.4 Organised Crime (including firearms offences, Human Trafficking and European Arrest Warrants)	
Effective targeting, intelligence gathering and interdiction of OCG members living and operating within the District	
Activities	Outcomes
	<ul style="list-style-type: none"> <li>Reduced fear of crime / Increased feelings of safety.</li> <li>Improved perception of An Garda Síochána as managing crime locally &amp; nationally</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 knowledge of the CHIS system with members on the frontline.</li> <li>Increased levels of referrals of potential sources to D/Superintendent Norther Region</li> </ul>

2.6 Offender Management & Recidivism (including Child Diversion & SAOR)
A reduction in offending through the effective implementation of SAOR and Child Diversion policies

## Divisional Policing Plan

Activities	Outcomes
<ol style="list-style-type: none"> <li>1. Ensure consistent approach to the management of both prolific Youth and Adult Offenders</li> <li>2. To work in partnership with external agencies to manage and reduce crime</li> <li>3. SAOR will be coordinated, managed and developed on a district basis under the direction of each Superintendent who will ensure the following</li> <li>4. Case management of offenders repeatedly involved in crime and development of bail pack for the use in bail objections.</li> <li>5. Standardised processes within the Division for managing bail conditions</li> <li>6. Discussed at Daily District PAF meetings</li> <li>7. Review the case management of selected offenders, including proposed action plans</li> </ol>	<ul style="list-style-type: none"> <li>• Reduced recidivism</li> <li>• Reduced fear of crime / Increased feelings of safety</li> <li>• Increased visibility</li> <li>• Improved perception of An Garda Síochána.</li> <li>• Managing crime locally &amp; nationally</li> </ul>

### 2.7 Victim Support

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

Activities	Outcomes
<ol style="list-style-type: none"> <li>1. Establish the standard provision of an information pack by the attending Garda at each Domestic Violence incident</li> <li>2. Establish the standard provision of an information pack by the attending Garda at each sexual crime incident.</li> <li>3. Establish the standard provision of an information pack by the attending Garda at each suicide/suicide attempt incident.</li> <li>4. We will increase the proportion of victim assessments, which are made within three days of reporting to 85%.</li> </ol>	<ul style="list-style-type: none"> <li>• Increased trust</li> <li>• Increased victim satisfaction</li> <li>• Increased satisfaction with An Garda Síochána demonstrating that we listens and 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> </ul>

### 2.8 Missing Persons

## Divisional Policing Plan

Effective management of all missing persons cases in compliance with Garda policy	
Activities	Outcomes
<ol style="list-style-type: none"> <li>1. Ensure that every report of a missing person is dealt with in accordance with “Guidance on the recording investigation and management of Missing Persons” document.</li> <li>2. Increase multi agency cooperation in terms of operational capacity in respect of missing person incidents</li> <li>3. Ongoing review of all missing persons by District Officers.</li> </ol>	<ul style="list-style-type: none"> <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> </ul> </li> </ul>

2.9 Domestic Abuse	
Provision of an empathetic responsive service to all victims of domestic abuse, in line with relevant Garda policy and legislation	
Activities	Outcomes
<ol style="list-style-type: none"> <li>1. Establish the standard provision of an information pack by the attending Garda at each Domestic Violence incident. Liaison with the Divisional Victims Office in this regard.</li> <li>2. The training of all personnel in the Division on the new Domestic Violence Act will continue with a view to all operational Gardaí trained and briefed on same before end of Q3.</li> <li>3. External expert speakers have been identified and approved to address CDP classes on the subject of domestic violence</li> <li>4. Providing in person call-backs to domestic violence victims. These visits will be recorded on the victim engagement screen and the objective is a minimum of 40% of domestic abuse victims will receive a call back.</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>• Reduced fear of crime / Increased feelings of safety</li> </ul>

## Divisional Policing Plan

2.10 Sexual Offences	
Provision of an empathetic responsive service to all victims of sexual crime, in line with relevant Garda policy and legislation	
Activities	Outcomes
<ul style="list-style-type: none"> <li>Examine the possibility of establishing a Divisional Protective Service Unit or similar model within the Division.</li> <li>Review of all sexual offences in the Sligo / Leitrim Division ensuring prompt investigation.</li> </ul>	<ul style="list-style-type: none"> <li>Increased reporting of sexual offences</li> <li>Increased satisfaction with An Garda Síochána:</li> <li>Increased trust</li> <li>Increased perception that An Garda Síochána treats people equally</li> <li>Reduced fear of crime / Increased feelings of safety</li> </ul>

2.11 Roads Enforcement Activities (including the National Roads Policing Operations Plan)	
Reduce collisions, road deaths and serious injuries through enforcement of key lifesaver offences (speeding, drink driving, seatbelt and mobile phone offences) and relevant legislation.	
Activities	Outcomes
<ol style="list-style-type: none"> <li>Increase lifesaver offence detections</li> <li>Increase MIT breath tests performed</li> <li>Implement National Roads Policing Operations Plan</li> <li>Increase Multi Agency checkpoints</li> <li>Increase intelligence gathering regarding recidivist offenders</li> </ol>	<ul style="list-style-type: none"> <li><b>Safer Roads, reduced road deaths and serious injuries</b></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> </ul> </li> <li>Reduced fear of crime / Increased feelings of safety</li> <li>Increased visibility</li> </ul>

## Divisional Policing Plan

### 2.12 Road Safety Education & Awareness

Promote road safety awareness and education through media campaigns to ensure the proper and safe use of roads by establishing positive attitudes and behavior

#### Activities

1. Increase Multi Agency engagement/checkpoints.
2. Deliver Road Safety presentations in Schools and Colleges in the Division
3. Deliver Road Policing Presentations and messages on the local radio media.
4. Deliver Road safety messages on social media "Facebook"

#### Outcomes

- Increased satisfaction with An Garda Síochána:
  - Listens/responds to community concerns
- Improved perception of An Garda Síochána as:
  - Helpful & Community focussed
  - / Increased feelings of safety
- Increased visibility

### 2.13 Event Management

To ensure that all events are properly planned, resourced and managed in consultation with all relevant stakeholders.

#### Activities

1. Create and maintain an online event calendar in each District.
2. Include Event Management on the agenda of District & Divisional PAF meetings.
3. Appoint an Inspector in each District with responsibility for Event Management.

#### Outcomes

- Increased satisfaction with An Garda Síochána:
  - Listens/responds to community concerns
- Increased trust
- Improved perception of An Garda Síochána as:
  - Helpful & Community focussed

## Divisional Policing Plan

### 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 Division	
Activities	Outcomes
	<ul style="list-style-type: none"> <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> <li>Reduced fear of crime / Increased feelings of safety</li> </ul>



## Divisional Policing Plan

### 3.2 Border Security & Cross Border Crime

Continue liaison with the PNSI identifying cross border criminal and subversive elements and sharing of intelligence.

#### Activities

#### Outcomes

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

### 3.3 Major Emergency Management

Ongoing planning, risk assessment and operational preparation for Major Emergencies in Sligo / Leitrim Division and the North Western Regional Emergency Management Group

#### Activities




#### Outcomes

- Improved perception of An Garda Síochána as a well-managed
- Increased trust
- Reduced fear of crime / Increased feelings of safety
- Improved perception of An Garda Síochána as:
  - Helpful & Community focussed

#### 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.	<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>Ensure the ongoing, dynamic management of all risks within the Division, engaging relevant stakeholders.</li> <li>Undertake a review of the risk register in line with the development and evaluation of the annual Policing Plan.</li> <li>Utilise organisational supports to add value to Divisional risk management.</li> <li>Ensure all risk registers are submitted on a quarterly basis in compliance with risk management policy and procedures.</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 Division , ensuring policing services are delivered within budget	
Activities	Outcomes
<ol style="list-style-type: none"> <li>1. Ensure the ongoing management of all budgets within 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. Towing contract management / procurement processes in place.</li> <li>4. Review quality of submitted A85's for 2019 and carry out audit of same.</li> </ol>	<ul style="list-style-type: none"> <li>• Increased perception that An Garda Síochána is well managed</li> <li>• Increased trust</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. Establish a Data Quality / Integrity and service improvement group within the Division to ensure that all data is created/recorded and utilised in the correct manner and that it serves to support good governance. The group chaired by Superintendent Ballymote will examine systems and processes where the capture of data can be developed to achieve better outcomes in terms of service delivery to the communities in counties Sligo and Leitrim.</li> <li>2. Daily PAF meeting will be utilised to ensure that all CAD created incident are updated and correctly categorised on PULSE.</li> <li>3. A reduction in the FCN recording delay to less than 16 days on average per month for manually issued FCN records.</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

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### 4.5 Change Projects

Participation in all change projects launched nationally.

Activities	Outcomes
Participate in the roll out and implementation of all projects and activities under MRP/ CFPI.	<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 Síochána</li> </ul>

### 4.6 Estate Management / Station Upkeep


To enhance the working environment in all Garda Stations throughout the division. .

Activities	Outcomes
<ol style="list-style-type: none"> <li>The ongoing refurbishment of Sligo Garda station will continue with a view to cells being in operation for the beginning of Q4.</li> <li>Plans for the new Garda station for Sligo town will continue. The building will be a Regional headquarters for the Northern Region. Divisional Officer in charge of same.</li> <li>Ongoing efforts to acquire a suitable building for Tubbercurry Garda station.</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
1 All members trained in the PALF process 2 Managers effectively manage the PALF process throughout the year	<ul style="list-style-type: none"> <li>Improved perception of An Garda Síochána as well managed</li> </ul>

### 5.2 Health and Safety Compliance & Promotion

Promoting health and wellness of members and staff

Activities	Outcomes
1 Raise members awareness regarding 6 C's first responders safety principals	<ul style="list-style-type: none"> <li>Increased satisfaction with An Garda Síochána:</li> <li>Listens/responds to community concerns</li> <li>Increased trust</li> <li>Increased perception that An Garda Síochána treats people equally</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. Review of trained peer supporters within the Division will be addressed. A training seminar will take place before end of Q2 to train new peer supporters (approx. 36). Liaison with the Employee Assistance Service in this regard will continue throughout the year.</li> <li>2. All long-term absences will be managed by each District Officer in line with SAMS guidelines.</li> </ol>	<ul style="list-style-type: none"> <li>• Increased satisfaction with An Garda Síochána:</li> <li>• Increased perception that An Garda Síochána treats people equally</li> </ul>

5.4 Civilianisation	
Identification of roles suitable for civilianisation and reallocation of personnel to operational policing duties	
Activities	Outcomes
<ol style="list-style-type: none"> <li>1 Civilianisation of suitable roles to maximise available Garda personnel</li> <li>2 Reallocation of personnel to policing duties upon allocation of Garda staff</li> </ol>	<ul style="list-style-type: none"> <li>• Increased perception that An Garda Síochána treats people equally</li> <li>• Increased perception that An Garda Síochána is well managed</li> </ul>

## Divisional Policing Plan

5.5 Garda Reserve Utilisation	
Improve the utilisation of Garda Reserve and enhance the working relationship between the reserve Gardaí and sworn members.	
Activities	Outcomes
<ol style="list-style-type: none"> <li>1. Biannual meeting to be held with Reserve Gardai to identify skill sets of new entrants, to update the skill sets of exiting members, to discuss their deployment at major events and their utilisation in the Community Policing portfolio within each District during 2019.</li> </ol>	<ul style="list-style-type: none"> <li>• Increased satisfaction with An Garda Síochána:</li> <li>• Increased perception that An Garda Síochána treats people equally.</li> <li>• Increased perception that An Garda Síochána is well managed</li> <li>• Improved perception of An Garda Síochána as:</li> <li>• Helpful &amp; Community focussed</li> <li>• Increased visibility</li> </ul>

5.6 Training Initiatives	
Identify the training needs across the division and seek assistance from Garda College.	
Activities	Outcomes
<ol style="list-style-type: none"> <li>1. Completion of online youth referral e-learning course</li> <li>2. Liaison with IT Sligo in regard to obtaining a space on their campus to provide CPD to probationer Gardaí</li> <li>3. Domestic Violence Act 2018 will be delivered to all operational Gardaí</li> <li>4. Training census will be carried out across the division to identify shortfalls and courses required.</li> <li>5. Liaison with the Garda College through Inspector with training portfolio.</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	
Members carrying out their duty will do so with honesty and integrity.	
Activities	Outcomes
<ol style="list-style-type: none"> <li>1. All operational orders will include the Garda Code of Ethics Commitments.</li> <li>2. Operational briefing will incorporate the Garda Code of Ethics Commitments.</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>



## 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

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

Activities	Outcomes
<ol style="list-style-type: none"> <li>1 Continue to embed the Code of Ethics to all members within the Division.</li> <li>2 Ensure all organisational ethics initiatives are fully supported and implemented.</li> <li>3 100% personnel offered Ethics training 95% of members to have completed Ethics training and 100% of personnel trained to have signed the Code of Ethics.</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> </ul>

## Garda Code of Ethics Commitments

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

Duty to Uphold the Law	I will uphold and obey the law and fulfill my responsibilities in a fair and impartial way.																
Honesty & Integrity	<p>I will be honest and will act with integrity.</p> <p>I will always seek the truth by establishing and reporting facts in an honest and objective way.</p> <p>I will not abuse my power or position and will have the courage to oppose and report any such abuses by colleagues.</p> <p>I will act in the public interest and not allow circumstances to arise that might compromise, or appear to compromise, myself or the Garda Síochána.</p> <p>I will appropriately declare and manage any actual or potential conflict of interest that might impair my ability to carry out my duty or weaken public confidence in the Garda Síochána. This includes any conflict that might arise from a personal or business relationship outside of my work in the Garda Síochána.</p>																
Respect & Equality	<p>I will recognise and respect the dignity and equal human rights of all people.</p> <p>I will treat people with courtesy and respect.</p> <p>I will treat everyone with fairness at all times, and not discriminate wrongfully.</p> <p>I will oppose and challenge any behaviour or language that demonstrates discrimination or disrespect, in particular with regard to vulnerable individuals or minority groups.</p> <p>I will be sensitive to the vulnerabilities of individuals, for example because of their age or a disability. I will be sensitive to the difficult circumstances individuals may find themselves in when in contact with the Garda Síochána.</p> <p>I will show appropriate understanding and empathy to people I come into contact with.</p> <p>I will make accommodation for an individual’s particular needs where possible. Wherever possible, I will take steps to improve relationships with the public, in particular with individuals or groups that may have previously had a limited or challenging relationship with policing services.</p> <p>Examples of Wrongful Reasons for Discrimination</p> <table><tr><td>• Age</td><td>• Marital status</td><td>• Colour</td><td>• Gender non-conformity</td></tr><tr><td>• Disability</td><td>• Membership of the Traveller Community</td><td>• Nationality</td><td>• Political opinion</td></tr><tr><td>• Family status</td><td>• Religion</td><td>• Ethnic or national origins</td><td>• Residence status</td></tr><tr><td>• Gender</td><td>• Race</td><td>• Sexual orientation</td><td>• Social origin</td></tr></table>	• Age	• Marital status	• Colour	• Gender non-conformity	• Disability	• Membership of the Traveller Community	• Nationality	• Political opinion	• Family status	• Religion	• Ethnic or national origins	• Residence status	• Gender	• Race	• Sexual orientation	• Social origin
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• Family status	• Religion	• Ethnic or national origins	• Residence status														
• Gender	• Race	• Sexual orientation	• Social origin														
Authority & Responsibility	<p>I will act with self-control, even when provoked or in volatile situations.</p> <p>I will take responsibility for my actions and omissions, and I will be accountable for them.</p> <p>I will support my colleagues to the best of my ability as they carry out their duties and responsibilities.</p> <p>I will only give instructions that I reasonably believe to be lawful and I will carry out lawful instructions to the best of my ability.</p> <p>I will challenge instructions that I believe to be unlawful or contrary to the principles set out in this Code.</p>																

## Divisional Policing Plan

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

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

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

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

I will endeavor 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, victimizing 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.