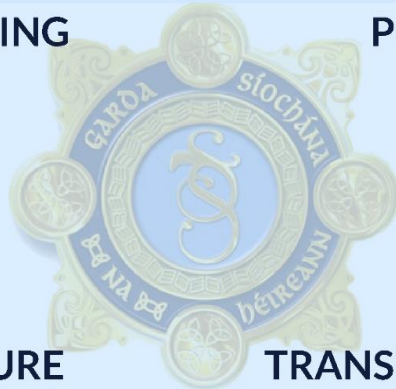


# AN GARDA SÍOCHÁNA

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

## Westmeath Divisional Policing Plan 2019

## Table of Contents

An Garda Síochána Strategy 2019 – 2021: .....	3
l) Foreword .....	4
1) Community Policing.....	7
2) Protecting People .....	10
3) A Secure Ireland.....	18
4) Transforming Our Service .....	20
5) Our People: Our Greatest Resource .....	23
6) A Human Rights Foundation.....	26
Garda Code of Ethics Commitments .....	27

## 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**

## I) Foreword

I am delighted to introduce the Annual Policing Plan 2019 for An Garda Síochána in the Westmeath Division which sets out the policing priorities for the coming year. The 2019 Policing Plan reflects the priorities and performance targets which have been determined in consultation with the Policing Authority. The Policing Authority will, throughout 2019, regularly monitor how we deliver against those targets. This will include regular reporting on the progress of A Policing Service for the Future, the result of this collaboration is a Policing Plan that clearly shows our key priorities for the year, how we will deliver them, and how we will measure their success. Gardaí in the Westmeath Division are committed to the Policing Service for the Future and will, with the continued dedication of all members of staff and engaged communities, deliver on five key priority areas.



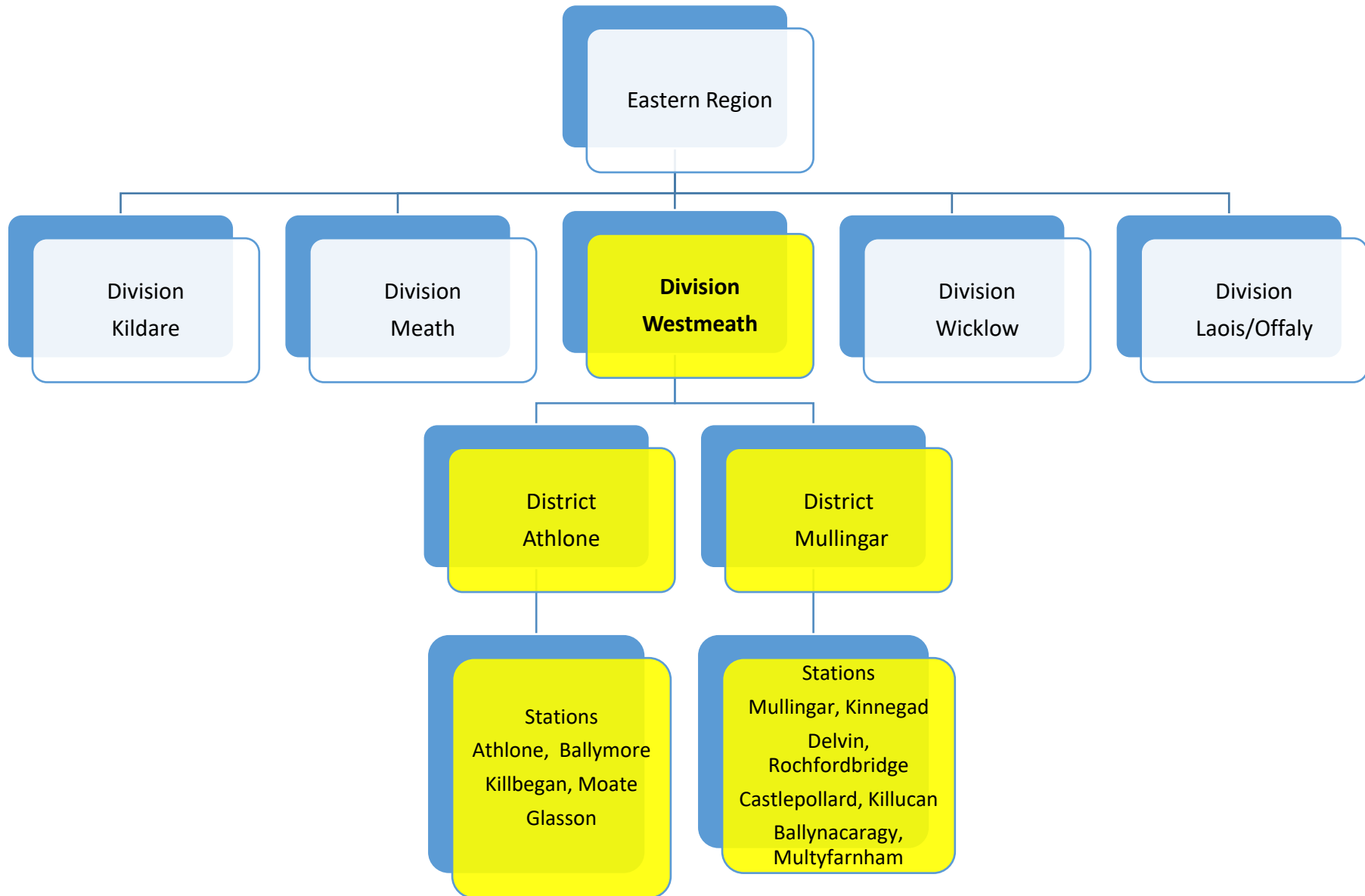
- **Community Policing:** We will focus on community engagement and public safety demonstrating that An Garda Síochána is committed to community focused policing. We will provide a policing service centered on public safety that meets the needs of urban and rural communities in the Westmeath Division.
- **Protecting People:** In 2019 we will continue to focus on the prevention and detection of crime. We will be proactive in preventing crime before it occurs as well as supporting and vindicating the rights of victims when a crime occurs. Working in partnership with other agencies and with the public, to reduce the number of deaths and serious injuries on our roads.
- **A Secure Ireland:** We will continue to protect the State and the people against terrorism and emerging security related challenges.
- **Transforming Our Service & Our People-Our Greatest Resource:** An Garda Síochána in the Athlone District will continue to support and engage with An Garda Síochána A Policing Service for the Future. All initiatives that improve and develop the Garda service we provide to our communities will be supported and embraced within the Athlone District.
- **A Human Rights Foundation:** 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 principles of An Garda Síochána's Code of Ethics have been incorporated into Policing Plans at District, Divisional and National levels. The adoption of this Code, and its integration into every aspect of how our organisation works, is of fundamental importance to the future of An Garda Síochána.

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Chief Superintendent

( Peter Duff )

## Westmeath Divisional Policing Plan 2019

Our People & Organisation 1









## Westmeath Divisional Policing Plan 2019

### Stations within the Division

Station	District & Superintendent	Opening Hours	Telephone
Mullingar	Mullingar - Superintendent Alan Murray	24/7	0449384000
Athlone	Athlone - Superintendent Shane Cummins	24/7	090 6492609
Ballymore	Athlone - Superintendent Shane Cummins	Hours advertised on window each week	044-9356222
Ballynacargy	Mullingar - Superintendent Alan Murray	Mon- Sunday 10am to 1pm (based on manpower)	044-9373122
Castlepollard	Mullingar - Superintendent Alan Murray	Mon- Sunday 10am to 1pm & 6pm to 7pm (based on manpower)	044- 9661112
Delvin	Mullingar - Superintendent Alan Murray	Mon- Sunday 10am to 1pm (based on manpower)	044-96664193
Glasson	Athlone - Superintendent Shane Cummins	Hours advertised on window each week	090-6485102
Kinnegad	Mullingar - Superintendent Alan Murray	Mon- Sunday 10am to 12md (based on manpower)	044-9375112
Kilbeggan	Athlone - Superintendent Shane Cummins	Monday 12:30-14:30 & Thursday 15:30-17:30	05-9332102
Moate	Athlone - Superintendent Shane Cummins	Tuesday & Friday 12.30-2.30 & 20.30-22.30	090-6481106
Multyfarnham	Mullingar - Superintendent Alan Murray	Mon- Sunday 10am to 1pm (based on manpower)	044 -9371112
Rochfordbridge	Mullingar - Superintendent Alan Murray	Mon- Sunday 10am to 1pm (based on manpower)	044-9222102
Emergency	112 or 999		
Crimestoppers	1800 250 025		

## 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	Set up Business Watch scheme in Mullingar town in conjunction with Mullingar Chamber of Commerce.	<ul style="list-style-type: none"> <li>Increased satisfaction with An Garda Síochána in the Westmeath Division:               <ul style="list-style-type: none"> <li>Listens/responds to community concerns which are raised at JPC meetings held quarterly in the Westmeath Division</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 – Garda Youth Awards</li> <li>Managing crime locally &amp; nationally</li> </ul> </li> <li>Reduced fear of crime / Increased feelings of safety – advice given by CPO.</li> <li>Increased feelings of safety</li> <li>Increased satisfaction</li> </ul>
2	Optimise use of TEXT Alert	
3	Enhance our Community Policing ethos through review of SAP's initiative in Westmeath Division	
4	Working with JPC in the Westmeath Division to ensure appropriate policing responses.	
5	Crime Prevention Officer is currently updating all Neighbourhood Watch, Community Alerts and giving advice to local business.	
6	The Inaugural Annual Westmeath Garda Youth Awards took place at the Mullingar Park Hotel in Mullingar on Thursday 7th February, 2019. This event was a huge success, The awards are designed to acknowledge the volunteering activities of young people living within the Westmeath Garda Division between the ages of 13 years and 21 years. They	

## Westmeath Divisional Policing Plan 2019

	also acknowledge the endeavours of young people that have faced and overcome challenges in their life.	
7	We will continue to consult with the Garda Press office regarding creation of Divisional Facebook Page.	
8	An Open Day is to be held in Mullingar Garda Station	

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	Strengthen the working relationship between Joint Policing Committees, Local Policing Fora and local Garda management to improve responsiveness community concerns	<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 and strengthens the working relationship with An Garda Síochána in the Westmeath Division.</li> </ul> </li> <li>Increased trust in our organisation</li> <li>Increased perception that An Garda Síochána treats people equally</li> <li>Improve perception of An Garda Síochána as: <ul style="list-style-type: none"> <li>Helpful &amp; Community focussed</li> <li>Managing crime locally &amp; nationally</li> </ul> </li> <li>Reduced fear of crime / Increased feelings of safety</li> <li>Increased visibility at festivals and high profile events in the Westmeath Division</li> </ul>
2	High visibility pro-active policing at public order flash points.	
3	Pre-tour briefings to include guidelines in relation to ASBO's and encouragement to utilise same where appropriate.	
4	Public Order hotspots are identified.	
5	A new initiative 'Use your Brain not your Fist' is a public safety campaign by An Garda Síochána that aims to reduce the number of assaults carried out by males between 18 and 39 years of age. It appeals to young males to think of the consequences for themselves and others of being involved in assaults as statistics show a rise in assaults in last number of years in line with the rise in the night-time economy.	
6	We will conduct test purchasing exercises within each District.	



## Westmeath Divisional Policing Plan 2019

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	Continue to enhance relations with the Islamic Community in the Westmeath Division.	<ul style="list-style-type: none"> <li>Increased satisfaction /An Garda Síochána: listens/responds to community concerns – Sergeants and Inspectors are point of contacts.</li> <li>Increased trust / Increased visibility</li> <li>Increased perception that An Garda Síochána treats people equally in the Westmeath Division.</li> <li>Improve perception of An Garda Síochána as: <ul style="list-style-type: none"> <li>Helpful &amp; Community focussed</li> <li>Managing crime locally &amp; nationally</li> </ul> </li> <li>Reduced fear of crime / Increased feelings of safety</li> </ul>
2	To support and protect vulnerable and diverse sections of our communities through community policing and proactive engagement.	
3	Work with the Connecting for Life National Strategy to prevent suicide and self harm incidents in the District and to provide support to victims.	
4	A liaison Inspector is nominated to liaise with Ethnic Groups in the Westmeath Division.	
5	Both Districts in Westmeath will encourage and promote the reporting of hate crime through awareness campaigns and the use of social media.	

1.4 Children and Young People		
Engage with and support young people, providing guidance to keep them safe		
Activities		Outcomes
1	Established soccer training programme to be run weekly in Educate Together School in Mullingar involving members of An Garda Síochána.	<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 keeping in touch with schools.</li> <li>Increased perception that An Garda Síochána treats people equally</li> <li>Reduced fear of crime / Increased feelings of safety. By Garda members attending schools building up a trust with An Garda Síochána in Westmeath Division</li> <li>Increased visibility especially around school times at schools around Westmeath Division</li> </ul>
2	To continue and improve Garda Visits to Schools within the Division.	
3	Continue to foster positive relationships with children and young people to promote their personal and community safety through the two Districts.	
4	Ensure children are educated in relation to Drugs and social media.	
5	The Children First programme is being rolled out to Garda members and Garda staff members in the Westmeath Division.	
6	We will also host the Annual Divisional Youth Awards again this year.	

## Westmeath Divisional Policing Plan 2019

7	Late night Soccer League in conjunction with FAI is held every winter, targeting children from disadvantaged areas to participate in order to build up a trust and greater confidence in themselves and with Gardaí.	
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### 1.5 National Drug Strategy

Members of An Garda Síochána will actively target those involved in Organised Crime groups.

Activities	Outcomes
<ol style="list-style-type: none"> <li>1 Utilise the Midlands Regional Drugs and Alcohol Task Force and arrange presentations where appropriate. An Inspector has been appointed for the Westmeath Division.</li> <li>2 Target Organised crime, drug trafficking networks through information and assistance received through Regional Source Management Unit and Security and Intelligence Unit, Garda HQ.</li> <li>3 We will monitor the implementation of Drugs related Intimidation Protocols.</li> </ol>	<ul style="list-style-type: none"> <li>• Increased satisfaction with An Garda Síochána: <ul style="list-style-type: none"> <li>○ Listens/responds to community concerns</li> </ul> </li> <li>• Improved perception of An Garda Síochána as: <ul style="list-style-type: none"> <li>○ Helpful &amp; Community focussed</li> <li>○ Managing crime locally &amp; nationally</li> </ul> </li> <li>• Reduced fear of crime / Increased feelings of safety</li> <li>• Increased visibility</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)

## Westmeath Divisional Policing Plan 2019

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	<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 in the Westmeath Division.</li> </ul> </li> <li>Increased trust, monitoring compliance and investigations in the Westmeath Division.</li> <li>Increased perception that An Garda Síochána treats people equally</li> <li>Reduced fear of crime</li> <li>Improved perception of An Garda Síochána as:                             <ul style="list-style-type: none"> <li>Helpful &amp; Community focussed</li> <li>Managing crime locally &amp; nationally</li> </ul> </li> <li>Reduced fear of crime / Increased feelings of safety</li> <li>Increased visibility</li> </ul>
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.	
13	We will use Social Media to advertise Divisional/District Property Days and to return property to owners.	

2.2 Crime Prevention		
Reduce the incidence of crime through education, awareness and community collaboration		
Activities		Outcomes
1	Crime prevention activities	<ul style="list-style-type: none"> <li>Reduced fear of crime / Increased feelings of safety</li> <li>Increased satisfaction with An Garda Síochána:                             <ul style="list-style-type: none"> <li>Listens/responds to community concerns</li> </ul> </li> <li>Increased trust</li> <li>Increased perception that An Garda Síochána treats people equally</li> <li>Increased visibility</li> <li>Improved perception of An Garda Síochána as:                             <ul style="list-style-type: none"> <li>Helpful &amp; Community focussed</li> </ul> </li> </ul>
(i)	Engage in Divisional/Regional National Crime Prevention Activities.	
(ii)	Theft Forum presentations delivered by CPO.	
2	Implement National Crime Prevention & Reduction Strategy initiatives as communicated by CEPS	
(i)	Implement National Crime Prevention and Reduction Strategy	
(ii)	We will ensure prisoners are fingerprinted, photographed and DNA samples are taken where appropriate.	

## Westmeath Divisional Policing Plan 2019

- Managing crime locally & nationally

### 2.3 Controlled Drugs

Enforcement of drugs legislation, focussed on the sale and supply of controlled drugs

#### Activities

- 1 Increase CHIS referrals.
- 2 Carry out Test Purchasing Operations.
- 3 Intelligence led targeting homes of persons known to be involved in Drug trade.
- 4 We will circulate intelligence on persons involved in the sale and supply of drugs.
- 5 We will maintain appropriate levels of resources in the Divisional Drugs Unit.
- 6 We will review Divisional Training requirements for Preseumptive Drug Testing (PDT) and request further training to meet Divisional needs.

#### Outcomes

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

### 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

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

## Westmeath Divisional Policing Plan 2019

- Monitor firearms offences in the Westmeath Division.
- Ensure European Arrest Warrant are executed

### 2.5 Criminal Intelligence (Including CHIS)\*

Maximise the gathering, analysis and use of criminal intelligence to tackle crime

Activities	Outcomes
	<ul style="list-style-type: none"> <li>• Increased satisfaction with An Garda Síochána: <ul style="list-style-type: none"> <li>○ Listens/responds to community concerns</li> </ul> </li> <li>• Increased trust to receive information.</li> <li>• Increased perception that An Garda Síochána treats people equally</li> <li>• Improved perception of An Garda Síochána as: <ul style="list-style-type: none"> <li>○ Helpful &amp; Community focussed</li> <li>○ Managing crime locally &amp; nationally</li> </ul> </li> <li>• Reduced fear of crime / Increased feelings of safety</li> </ul>

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

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

Activities	Outcomes
<ol style="list-style-type: none"> <li>1 Working with criminal justice partners.</li> <li>2 Increase activity in targeting and management of prolific offenders.</li> <li>3 Number of adults and juveniles being case managed.</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> </ul>

## Westmeath Divisional Policing Plan 2019

<p>4 Identify opportunities to work with external agencies to prevent/detect crime/ recidivism.</p> <p>5 We will continue to monitor bail and curfew compliance.</p>	<ul style="list-style-type: none"> <li>• Improved perception of An Garda Síochána as:                             <ul style="list-style-type: none"> <li>○ Managing crime locally &amp; nationally</li> </ul> </li> </ul>
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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
<p>1 Consider – Victim call-back goals.</p> <p>2 Continue to support victims of crime and improve the services available to them through both CPU and NPU.</p> <p>3 Engagement Letters to be reviewed every 24 hour to ensure victims are contacted on time.</p> <p>4 We will proactively engage with Courts Victims Service.</p>	<ul style="list-style-type: none"> <li>• Increased trust</li> <li>• Increased victim satisfaction</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 perception that An Garda Síochána treats people equally</li> <li>• Reduced fear of crime / Increased feelings of safety</li> <li>• Improved perception of An Garda Síochána as:                             <ul style="list-style-type: none"> <li>○ Helpful &amp; Community focussed</li> <li>○ Managing crime locally &amp; nationally</li> </ul> </li> </ul>

2.8 Missing Persons	
Effective management of all missing persons cases in compliance with Garda policy	
Activities	Outcomes
<p>1 Ensure that Missing Children from care protocol is being completed.</p> <p>2 Ensure meetings held with HSE re Missing Children from Care.</p> <p>3 All persons reported missing are reviewed at daily PAF meetings</p>	<ul style="list-style-type: none"> <li>• Increased satisfaction with An Garda Síochána:                             <ul style="list-style-type: none"> <li>○ Listens/responds to community concerns</li> </ul> </li> <li>• Increased trust</li> </ul>

## Westmeath Divisional Policing Plan 2019

<p>4 Appoint a liaison Sergeant in relation to missing children in care.</p> <p>5 Manage Missing Persons media online.</p> <p>6 Leverage use of CRI Alert.</p>	<ul style="list-style-type: none"> <li>• Reduced fear of crime / Increased feelings of safety</li> <li>• Increased perception An Garda Síochána is well managed</li> <li>• Improved perception of An Garda Síochána as: <ul style="list-style-type: none"> <li>○ Helpful &amp; Community focussed</li> <li>○ Managing crime locally &amp; nationally</li> </ul> </li> </ul>
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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	
<p>1 Providing in person call-backs to domestic violence victims</p> <p>2 To Ensure in person call-backs to domestic violence victims.</p> <p>3 Update all members on changes in Domestic Violence Legislation</p> <p>4 To Fully implement Garda Policy on Domestic Violence.</p> <p>5 All victims of domestic crime receive the assistance and reassurance by the service provided and that investigations are dealt with sensitively.</p> <p>6 We will review incidents to ensure investigations are completed to a high standard.</p> <p>7 All units will be briefed on the Domestic Violence Act 2018.</p> <p>8 We will engage with the Women's refuge with the Division.</p>	<ul style="list-style-type: none"> <li>• Increased reporting of domestic violence related offences</li> <li>• Increased satisfaction with An Garda Síochána: <ul style="list-style-type: none"> <li>○ Listens/responds to community concerns</li> </ul> </li> <li>• Increased trust</li> <li>• Increased perception that An Garda Síochána treats people equally</li> <li>• Improved perception of An Garda Síochána as: <ul style="list-style-type: none"> <li>○ Helpful &amp; Community focussed</li> <li>○ Managing crime locally &amp; nationally</li> </ul> </li> <li>• Reduced fear of crime / Increased feelings of safety</li> </ul>	

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

## Westmeath Divisional Policing Plan 2019

<ol style="list-style-type: none"> <li>1 To fully implement Garda Policy on sexual violence.</li> <li>2 Implement a common approach across the Division for recording, investigating and prosecution of sexual abuse cases to be monitored.</li> <li>3 Appointment of a Family Liaison Officer to all victims of sexual assaults.</li> <li>4 We will engage TUSLA in relation to all sexual crimes involving children.</li> <li>5 We will utilise the Child Specialist Interviewers ensuring use where appropriate and cases prioritised appropriately.</li> </ol>	<ul style="list-style-type: none"> <li>• Increased reporting of sexual offences</li> <li>• Increased satisfaction with An Garda Síochána: <ul style="list-style-type: none"> <li>○ Listens/responds to community concerns</li> </ul> </li> <li>• Increased trust</li> <li>• Increased perception that An Garda Síochána treats people equally</li> <li>• Improved perception of An Garda Síochána as: <ul style="list-style-type: none"> <li>○ Helpful &amp; Community focussed</li> <li>○ Managing crime locally &amp; nationally</li> </ul> </li> <li>• Reduced fear of crime / Increased feelings of safety</li> <li>• Increased visibility</li> </ul>
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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>1 Increase lifesaver offence detections.</li> <li>2 Increase MIT breath tests performed.</li> <li>3 Implement National Roads Policing Operations Plan.</li> <li>4 Increased checkpoints and Garda visibility on our roads to reduce fatalities and serious injuries.</li> <li>5 We will continue to ensure seizure of vehicles and prosecutions of drivers where appropriate.</li> <li>6 We will proactively detail regular units to undertake additional Roads Enforcement Activities, continue to send probationers on secondment to Roads Policing Units and utilise PALF to improve Roads enforcement.</li> <li>7 We will continue to improve enforcement of Road Transport legislation/regulations in conjunction with RSA.</li> </ol>		<ul style="list-style-type: none"> <li>• Safer Roads, reduced road deaths and serious injuries</li> <li>• Increased satisfaction with An Garda Síochána:</li> <li>• Listens/responds to community concerns</li> <li>• Improved perception of An Garda Síochána as: <ul style="list-style-type: none"> <li>○ Helpful &amp; Community focussed</li> <li>○ Managing crime locally &amp; nationally</li> </ul> </li> <li>• Reduced fear of crime / Increased feelings of safety</li> <li>• Increased visibility on the roads in the Westmeath Division.</li> </ul>

2.12 Road Safety Education & Awareness
Increase road safety awareness to reduce serious injury and fatal road traffic collisions.



## Westmeath Divisional Policing Plan 2019

Activities	Outcomes
<ol style="list-style-type: none"> <li>1 Engagement with local schools and external agencies to promote road safety awareness.</li> <li>2 Multi-agency checkpoints are conducted with external agencies. The checkpoints increase detections of a range of offences that contribute to fatalities and serious injuries on our roads.</li> <li>3 Motorway checkpoints are denying criminals use of road networks</li> <li>4 Roads Policing annual calendar which will focus on the life saver offences, seatbelt, speeding, mobile phone.</li> <li>5 The Westmeath Division will have additional members located in the Roads Policing Unit which will strengthen and redevelop the Traffic Corps to tackle all forms of criminality on our road network.</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>• Continue to monitor road safety education and awareness.</li> <li>• Multi-Agency checkpoints working with external agencies to make the road networks safer.</li> <li>• Motorway checkpoints deny criminals use of roads in the Westmeath Division.</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 on roads in the Westmeath Division</li> </ul>

2.13 Event Management	
Ensure all events pass off peacefully ensuring safety of our members and the public at all times.	
Activities	Outcomes
<ol style="list-style-type: none"> <li>1 Ensure all plans for events are in line with standards and are progressed in a timely and effective manner.</li> <li>2 Ensure Operational Orders are in place.</li> <li>3 Mullingar District are hosting Fleadh 2020 which will mean over 500,000 will be attending and preparations are in progress for this event.</li> </ol>	<ul style="list-style-type: none"> <li>• Increased satisfaction with An Garda Síochána: <ul style="list-style-type: none"> <li>○ Listens/responds to community concerns</li> </ul> </li> <li>• Increased trust</li> <li>• Improved perception of An Garda Síochána as: <ul style="list-style-type: none"> <li>○ Helpful &amp; Community focussed</li> </ul> </li> <li>• Increased visibility</li> <li>• Reduced fear of crime / Increased feelings of safety</li> </ul>

### 3) A Secure Ireland

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

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

Crime Detections	↑	A Secure State	↑	Fear of crime	↓
Perception that An Garda Síochána is managing crime nationally	↑	Perception of crime as a very serious or serious problem	↓		

#### 3.1 Local Subversive Targets

Targeting, intelligence gathering and interdiction of subversives living and operating within the Division

Activities	Outcomes
	<ul style="list-style-type: none"> <li>Increased satisfaction with An Garda Síochána;               <ul style="list-style-type: none"> <li>Listens/responds to community concerns</li> </ul> </li> <li>Increased trust</li> <li>Increased perception that An Garda Síochána treats people equally</li> <li>Improved perception of An Garda Síochána as:               <ul style="list-style-type: none"> <li>Helpful &amp; Community focussed</li> <li>Managing crime locally &amp; nationally</li> </ul> </li> <li>Reduced fear of crime / Increased feelings of safety</li> <li>Increased visibility</li> </ul>

## Westmeath Divisional Policing Plan 2019



3.2 Border Security & Cross Border Crime	
Effectively ensure all members are up to date with border security.	
Activities	Outcomes
	<ul style="list-style-type: none"><li>• Increased satisfaction with An Garda Síochána:<ul style="list-style-type: none"><li>◦ Listens/responds to community concerns</li></ul></li><li>• Increased trust</li><li>• Increased perception that An Garda Síochána is well managed</li><li>• Improved perception of An Garda Síochána as:<ul style="list-style-type: none"><li>◦ Helpful &amp; Community focussed</li><li>◦ Managing crime locally &amp; nationally</li></ul></li><li>• Reduced fear of crime / Increased feelings of safety</li><li>• Increased visibility</li></ul>

3.3 Major Emergency Management	
Manage all Major Emergency Incidents within the Division and all members are adequately resourced and trained to respond to Major Emergencies.	
Activities	Outcomes
	<ul style="list-style-type: none"><li>• Improved perception of An Garda Síochána as a well-managed</li><li>• Increased trust</li><li>• Reduced fear of crime / Increased feelings of safety</li><li>• Improved perception of An Garda Síochána as:<ul style="list-style-type: none"><li>◦ Helpful &amp; Community focussed</li></ul></li></ul>

#### 4) Transforming Our Service

Providing consistent, efficient and effective policing services

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

Trust in AGS		Perception that An Garda Síochána is well managed		Data Quality	
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##### 4.1 Inspection and Review

Inspections will be conducted on a quarterly basis, evaluating performance at an operational, administrative and management level in compliance with HQ Directive 59/2014

Activities	Outcomes
<ol style="list-style-type: none"> <li>Undertake inspection and reviews in line with Garda policy on 59/2014. 6 District Inspection have taken place and forwarded to GPSU.</li> </ol>	<ul style="list-style-type: none"> <li>Increased trust</li> <li>Increased perception that An Garda Síochána is well managed</li> <li>Better management of risk</li> </ul>

##### 4.2 Risk Management

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

Activities	Outcomes
<ol style="list-style-type: none"> <li>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>

## Westmeath Divisional Policing Plan 2019

### 4.3 Financial Management

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

Activities	Outcomes
<ol style="list-style-type: none"> <li>1 Ensure the ongoing, dynamic management of all budgets within the Division.</li> <li>2 Review financial reports. Imprest accounts reviewed and reconciled each month.</li> <li>3 Budgets are discussed with Superintendents on a monthly basis.</li> <li>4 Westmeath Division to have one of the lowest fees for Towing and storage in the Eastern Region and is constantly monitored.</li> <li>5 We will review financial reports on an ongoing focus on controllable costs overtime, T&amp;S.</li> </ol>	<ul style="list-style-type: none"> <li>• Increased perception that An Garda Síochána is well managed</li> <li>• Increased trust</li> <li>• Increased visibility</li> <li>• Monitoring overtime and spends.</li> </ul>

### 4.4 Data Quality

Engaging in activities to support an improvement in organisational data quality.

Activities	Outcomes
<ol style="list-style-type: none"> <li>1 Reduce the number of incidents created manually.</li> <li>2 Ensure GPS recording for all indictable road Traffic offences.</li> <li>3 Increase use of GISC</li> <li>4 GPS recorded for all indictable and road traffic incidents.</li> <li>5 We will Monitor KPI reports for changes in trends related to Data Quality metrics.</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>

## Westmeath Divisional Policing Plan 2019



4.5 Change Projects		
To support and encourage projects like new projects ECM and CAD in supporting the organisations goals to modernise and improve Policing Service we provide in Westmeath		
Activities		Outcomes
1	Support the use of ECM in Westmeath Division.	<ul style="list-style-type: none"> <li>Increased satisfaction with An Garda Síochána:                             <ul style="list-style-type: none"> <li>Open to change and encourage new projects.</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>
2	CAD was implemented in the Westmeath Division on the 10 <sup>th</sup> December 2018.	

4.6 Estate Management / Station Upkeep		
To improve state accommodation for Gardai and Garda Staff.		
Activities		Outcomes
1	Liaise with OPW to ensure suitable accommodation for Gardaí attached to Mullingar District.	<ul style="list-style-type: none"> <li>Enhanced working environment</li> <li>Improved perception of An Garda Síochána as well managed</li> </ul>
2	Athlone station is undergoing a refurbishment and extension and will enhance the working conditions for staff in the building.	

## 5) Our People: Our Greatest Resource

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

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

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

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

Activities	Outcomes
<ol style="list-style-type: none"> <li>1 All members trained in the PALF process</li> <li>2 Managers effectively manage the PALF process throughout the year</li> <li>3 Face to face management briefings at shift overlaps and briefing periods</li> <li>4 Utilisation/ content of 15 minute briefing periods.</li> <li>5 We encourage the submission of new initiatives from members in our Division.</li> </ol>	<ul style="list-style-type: none"> <li>• Improved perception of An Garda Síochána as well managed</li> <li>• Increased satisfaction with An Garda Síochána:             <ul style="list-style-type: none"> <li>◦ Listens/responds to community concerns</li> </ul> </li> <li>• Increased trust</li> <li>• Improved perception of An Garda Síochána as:             <ul style="list-style-type: none"> <li>◦ Helpful &amp; Community focussed</li> <li>◦ Managing crime locally &amp; nationally</li> </ul> </li> </ul>

### 5.2 Health and Safety Compliance & Promotion

Increase compliance with Health and Safety Legislation

Activities	Outcomes
<ol style="list-style-type: none"> <li>1 Raise members awareness regarding 6 C's first responders safety principals.</li> <li>2 All members briefed using relevant material.</li> <li>3 Increased awareness of first responder safety principals.</li> <li>4 We will include Health &amp; Safety on weekly PAF agendas.</li> </ol>	<ul style="list-style-type: none"> <li>• Increased satisfaction with An Garda Síochána:             <ul style="list-style-type: none"> <li>◦ Listens/responds to community concerns</li> </ul> </li> <li>• Increased trust</li> <li>• Increased perception that An Garda Síochána treats people equally</li> <li>• Improved perception of An Garda Síochána as:</li> </ul>

## Westmeath Divisional Policing Plan 2019

5	We will review the completion of daily inspection sheets for vehicles and cell areas Inspections and Reviews.	<ul style="list-style-type: none"> <li>○ Helpful &amp; Community focussed</li> <li>○ Managing crime locally &amp; nationally</li> <li>• Reduced fear of crime / Increased feelings of safety</li> <li>• Increased visibility</li> </ul>
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### 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 Ensure use of Employee Assistance Service and Peer Supporter for all members who attend traumatic incidents.</li> <li>2 We will complete referrals to CMO where appropriate.</li> <li>3 We will continue to monitor sickness absence on an ongoing basis.</li> </ol>	<ul style="list-style-type: none"> <li>• Increased wellness of members</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> <li>3 We will proactively engage with Project 21:21 and identify posts suitable for civilianisation.</li> </ol>	<ul style="list-style-type: none"> <li>• Increased satisfaction with An Garda Síochána: <ul style="list-style-type: none"> <li>○ Optimum use of resources</li> </ul> </li> </ul>

### 5.5 Garda Reserve Utilisation



## Westmeath Divisional Policing Plan 2019

Optimum use of Garda Reserves within the Wicklow Division	
Activities	Outcomes
<ol style="list-style-type: none"> <li>1 Garda Reserves to be utilised at all major events within the District.</li> <li>2 We will engage with current Garda reserves and ensure reserves complete hours.</li> </ol>	<ul style="list-style-type: none"> <li>• Increased visibility</li> </ul>




5.6 Training Initiatives	
Improve the knowledge base of Gardaí within the Division and ensure all members of staff are adequately trained.	
Activities	Outcomes
<ol style="list-style-type: none"> <li>1 Completion of online youth referral e-learning course through out Division</li> <li>2 Local CPD Training initiatives – Child First</li> <li>3 One Learning training for Garda Staff members being rolled out in 2019</li> <li>4 Re-certification of First Aid of staff members commencing in June 2019</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>

5.7 Reducing Complaints / GSOC Local initiative	
Comply with obligations imposed by H.Q. Directive 10 of 2010	
Activities	Outcomes
<ol style="list-style-type: none"> <li>1 Ensure compliance with HQ Directive 10 of 2010.</li> <li>2 Ensure complaints are dealt with on time.</li> <li>3 Increase high professional standards from all members in Westmeath Division.</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

To carry out all duties complying with Human Rights and ethically.

Activities	Outcomes
<ol style="list-style-type: none"> <li>1 Support the Code of Ethics for An Garda Síochána</li> <li>2 100% personnel offered ethics training, 95% of members to have completed ethics training, 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> </ul> </li> </ul>

## Garda Code of Ethics Commitments

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

### Duty to Uphold the Law

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

### Honesty & Integrity

I will be honest and will act with integrity.

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

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

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

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

### Respect & Equality

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

I will treat people with courtesy and respect.

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

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

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

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

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

#### Examples of Wrongful Reasons for Discrimination

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

### Authority & Responsibility

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

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

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

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

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

## Westmeath Divisional Policing Plan 2019

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

## Westmeath Divisional Policing Plan 2019

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.