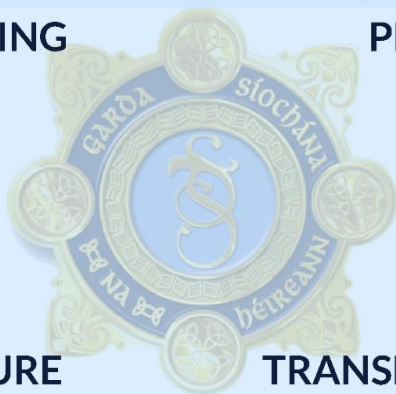


AN GARDA SÍOCHÁNA

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

Wexford Divisional Policing Plan 2019

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An Garda Síochána Strategy 2019 – 2021:

Our Mission - Keeping People Safe



Regional Officer's Foreword

I am pleased to introduce the South Eastern Region Policing Plan 2019, the first of three plans developed in support of the Strategy Statement 2019-2021

In line with the National Policing Plan, this plan focuses on delivering a victim centred policing service, focussed on keeping people safe, protecting the most vulnerable and providing a consistently high standard of service.

It takes into account the challenges which face An Garda Síochána: Victim service delivery, increased vulnerability of victims, domestic abuse victims, growth and complexity of fraud and cyber-crime and increased and changing demands on Garda time.

The Community Policing, Protecting People and A Secure Ireland sections of the plan outline how we will deliver policing and security services in 2019.

Keeping communities safe at home, on the streets, on our roads and on-line requires the collaboration of the specialist resources at our disposal. Community Gardaí, Crime Prevention Officers, Forensic Investigators, Public Order and Roads Policing Management personnel complete the type of work that supports vulnerable people and offers strength and resilience to our communities.

The Transforming our Services, Our people - Our Greatest Resource and A Human Rights Foundation sections outline how we will provide the best possible policing service underpinned by our obligations under section 42 of the Irish Human Rights and Equality Act 2014.

Our Code of Ethics sets out what you, the public, can expect from us and encompasses the values of the organisation – honesty, integrity, equality and respect - as well as our commitment to protecting human rights.

- How we deliver policing has a direct impact on our communities and will influence the trust and confidence people have in us. How we deliver is as important as what we deliver.
- The Code of Ethics outlines how we will keep people safe. It sets out the standards of behaviour that our communities can expect from us and that Garda members and Garda staff should expect from each other.
- By following the Code of Ethics we will ensure we deliver the best possible service to our communities and each other.
- An Garda Síochána exists to keep people safe. We do this with honesty, integrity, equality and respect, and by upholding fundamental human rights, to make sure that everyone we come into contact can trust and support the service we provide.

I am confident that the ongoing dedication and professionalism of our members will help to ensure that the objectives of these programmes are achieved in this Region and provide a focus on areas which will assist in improving the service delivered to our communities.

Michael Finn

Assistant Commissioner

Divisional Officer's Foreword

It is my pleasure to introduce An Garda Síochána's Policing Plan for the Wexford Division for the year 2019. In late 2018, we commenced a consultation process in preparation for the development of this Policing Plan. This consultation process involved reaching out to as many service user groups as possible to obtain a wide and representative range of views on what areas we should be focussing on this year. The input received from the various stakeholders has been invaluable in devising a plan that factors in the views of our community.

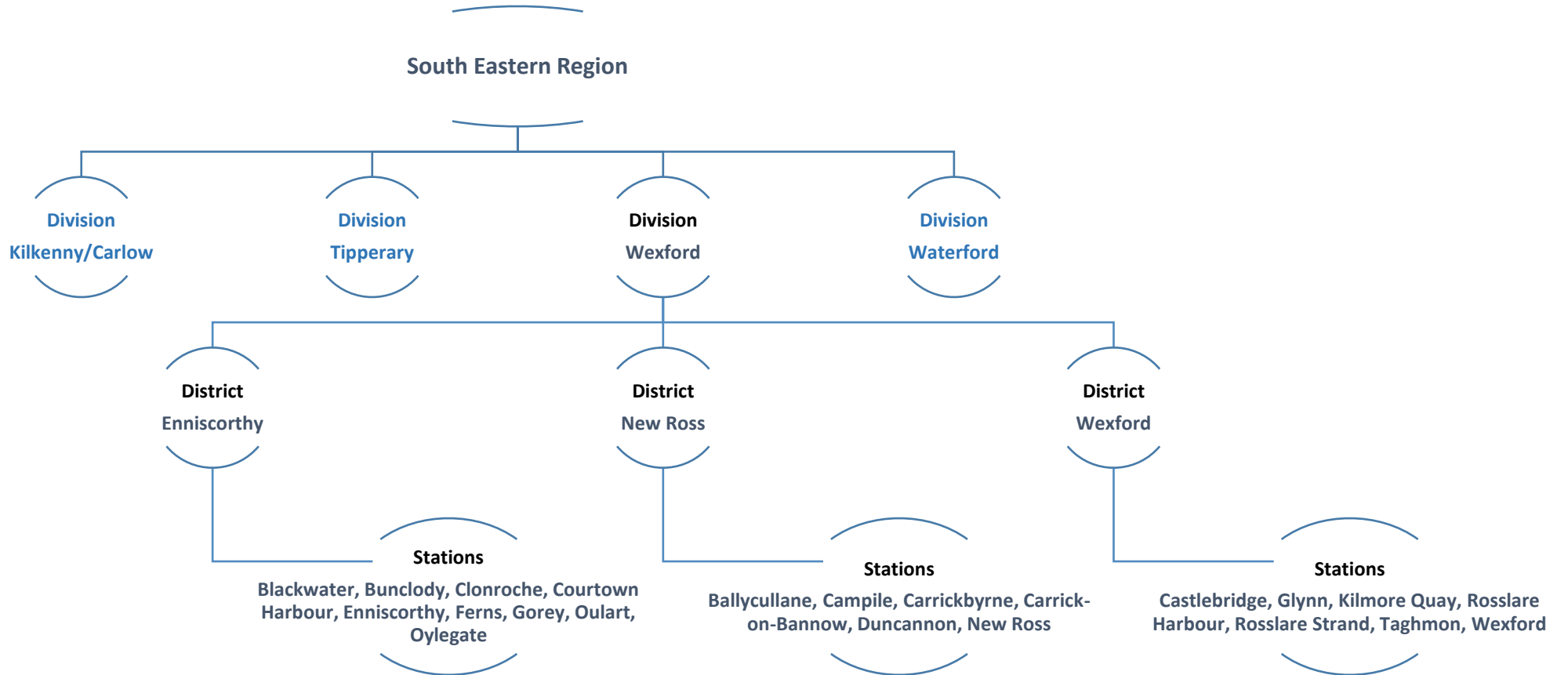
This plan focusses our attention on the activities which will best realise our mission, 'Keeping People Safe'. The *Community Policing, Protecting People* and *A Secure Ireland* sections of the plan outline how we will deliver policing and security services, while the *Transforming our Services, Our people - Our Greatest Resource* and *A Human Rights Foundation* sections outline how we will work at an organisational development level to ensure that we have the right people providing the required services with all of our activities underpinned by a respect for Human Rights. 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 2019 Policing Plan will also continue to have priorities and performance targets determined following consultation with the Policing Authority.

I look forward to implementing this plan as a collaborative project with the local community, other agencies and colleagues. Its implementation will result in a better organisation in which to work and one that provides the standard of public service required of us.

Patrick McMenamin
Chief Superintendent
Wexford Division

Wexford Divisional Policing Plan

Our People & Organisation









Wexford Divisional Policing Plan

Stations within the Division

| Station | District & Superintendent | Opening Hours | | | Telephone |
|------------------------|---|---|-------------|--------|---------------|
| | | Mon-Fri | Sat | Sun | |
| Blackwater | Enniscorthy – Superintendent Gerard McGrath | 14:00-16:00 | | | (053) 9129142 |
| Bunclody | Enniscorthy – Superintendent Gerard McGrath | 10:00-13:00, 18:00-19:00 | | | (053) 9377102 |
| Clonroche | Enniscorthy – Superintendent Gerard McGrath | 14:00-15:00 | 14:00-15:00 | Closed | (053) 9244102 |
| Courtown Harbour | Enniscorthy – Superintendent Gerard McGrath | 10:00-13:00 | | | (053) 9425102 |
| Enniscorthy | Enniscorthy – Superintendent Gerard McGrath | 24/7 | | | (053) 9233534 |
| Ferns | Enniscorthy – Superintendent Gerard McGrath | 10:00-11:00 | 10:00-11:00 | Closed | (053) 9366104 |
| Gorey | Enniscorthy – Superintendent Gerard McGrath | 24/7 | | | (053) 9430690 |
| Oulart | Enniscorthy – Superintendent Gerard McGrath | 16:30-17:30 | 16:30-17:30 | Closed | (053) 9136102 |
| Oylegate | Enniscorthy – Superintendent Gerard McGrath | 10:00-11:00 | 10:00-11:00 | Closed | (053) 9138132 |
| Ballycullane | New Ross – Superintendent John McDonald | 10:00-13:00 | Closed | Closed | (051) 562121 |
| Campile | New Ross – Superintendent John McDonald | 10:00-13:00 | Closed | Closed | (051) 388103 |
| Carrickbyrne | New Ross – Superintendent John McDonald | 10:00-13:00 | 11:00-12:00 | Closed | (053) 9240542 |
| Carrick-on-Bannow | New Ross – Superintendent John McDonald | 10:00-13:00 | 10:00-13:00 | Closed | (051) 561122 |
| Duncannon | New Ross – Superintendent John McDonald | Mon, Wed-Fri 09:00-17:00, Tue 19:00-21:00 | | | (051) 389102 |
| New Ross | New Ross – Superintendent John McDonald | 24/7 | | | (051) 426030 |
| Castlebridge | Wexford – Superintendent James Doyle | 10:00-18:00 or 18:00-02:00 | | | (053) 9159221 |
| Glynn | Wexford – Superintendent James Doyle | 10:00-18:00 or 18:00-02:00 | | | (053) 9128142 |
| Kilmore Quay | Wexford – Superintendent James Doyle | 10:00-18:00 or 18:00-02:00 | | | (053) 9129642 |
| Rosslare Harbour | Wexford – Superintendent James Doyle | 10:00-18:00 or 18:00-2:00 | | | (053) 9132103 |
| Rosslare Strand | Wexford – Superintendent James Doyle | 10:00-18:00 or 18:00-2:00 | | | (053) 9132103 |
| Taghmon | Wexford – Superintendent James Doyle | 10:00-18:00 or 18:00-2:00 | | | (053) 9134102 |
| Wexford | Wexford – Superintendent James Doyle | 24/7 | | | (053) 9165200 |
| Emergency | 112 or 999 | | | | |
| Crimecall | 1800 40 50 60 | | | | |
| Garda Confidential No. | 1800 666 111 | | | | |
| Traffic Watch | 1890 205 805 | | | | |

1) Community Policing

Providing visible, responsive policing services tailored to community needs

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

| 1.1 Engaging with Communities (Inc. JPC Engagement) | |
|--|---|
| Work with our Joint Policing Committee (JPC), Community Groups (Neighbourhood Watch, Community Alert, Business Watch, Hospital Watch etc.) and other fora to identify local community needs and to ensure appropriate policing responses. | |
| Activities | Outcomes |
| <ol style="list-style-type: none"> 1 Conduct a needs assessment in respect of a dedicated Community Policing Unit for the District. 2 Continued engagement with Community Groups. 3 To engage with the more vulnerable sections of the Community. | <ul style="list-style-type: none"> • Increased satisfaction with An Garda Síochána: <ul style="list-style-type: none"> ○ Listens/responds to community concerns • Increased trust • Increased perception that An Garda Síochána treats people equally • Improved perception of An Garda Síochána as: <ul style="list-style-type: none"> ○ Helpful & Community focussed ○ Managing crime locally & nationally • Reduced fear of crime / Increased feelings of safety • Increased visibility |

Wexford 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 |
| <p>1 Increase visibility in areas with his incidents of anti-social behaviour.</p> | <ul style="list-style-type: none"> • Increased satisfaction with An Garda Síochána: <ul style="list-style-type: none"> ○ Listens/responds to community concerns • Increased trust • Increased perception that An Garda Síochána treats people equally • Improve perception of An Garda Síochána as: <ul style="list-style-type: none"> ○ Helpful & Community focussed ○ Managing crime locally & nationally • Reduced fear of crime / Increased feelings of safety • Increased visibility |

| 1.3 Engaging with minorities and other vulnerable groups (including hate crime initiatives) | |
|---|--|
| Working proactively with minority and vulnerable communities to ensure all persons requiring policing services feel comfortable accessing them, particularly those impacted by hate crimes/bias motivated crimes. | |
| Activities | Outcomes |
| <p>1 Ensure that an adequate number of members are trained as Ethnic Liaison Officers.</p> <p>2 Identify minority and vulnerable groups and appoint members to liaise with them.</p> | <ul style="list-style-type: none"> • Increased satisfaction /An Garda Síochána: listens/responds to community concerns • Increased trust / Increased visibility • Increased perception that An Garda Síochána treats people equally • Improve perception of An Garda Síochána as: <ul style="list-style-type: none"> ○ Helpful & Community focussed ○ Managing crime locally & nationally • Reduced fear of crime / Increased feelings of safety |

Wexford 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"> 1 Increase the use of the Schools Programme to engage with young persons. 2 Introduce a Transition Year Work Experience Programme. 3 Attend career guidance information evenings at local schools. | <ul style="list-style-type: none"> • Increased satisfaction with An Garda Síochána: <ul style="list-style-type: none"> ○ Listens/responds to community concerns • Increased trust • Increased perception that An Garda Síochána treats people equally • Improved perception of An Garda Síochána as: <ul style="list-style-type: none"> ○ Helpful & Community focussed ○ Managing crime locally & nationally • Reduced fear of crime / Increased feelings of safety • Increased visibility |

| 1.5 National Drug Strategy | |
|--|---|
| Prevent use of drugs and alcohol at a young age by engaging with schools to deliver drug prevention advice. | |
| | |
| Activities | Outcomes |
| <ol style="list-style-type: none"> 1 Deliver drug prevention advice to local secondary schools. 2 Attend local youth clubs/groups to offer advice. | <ul style="list-style-type: none"> • Increased satisfaction with An Garda Síochána: <ul style="list-style-type: none"> ○ Listens/responds to community concerns • Increased trust • Increased perception that An Garda Síochána treats people equally • Improved perception of An Garda Síochána as: <ul style="list-style-type: none"> ○ Helpful & Community focussed ○ Managing crime locally & nationally • Reduced fear of crime / Increased feelings of safety • Increased visibility |

2) Protecting People

Protecting people from crime and from injury on our roads

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

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

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

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

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

Wexford 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"> 1. Crime prevention activities implemented. 2. Implement National Crime Prevention & Reduction Strategy initiatives as communicated by CEPS. | <ul style="list-style-type: none"> • Reduced fear of crime / Increased feelings of safety • Increased satisfaction with An Garda Síochána: <ul style="list-style-type: none"> ○ Listens/responds to community concerns • Increased trust • Increased perception that An Garda Síochána treats people equally • Increased visibility • Improved perception of An Garda Síochána as: <ul style="list-style-type: none"> ○ Helpful & Community focussed ○ Managing crime locally & nationally |

| 2.3 Controlled Drugs | |
|--|--|
| Enforcement of drugs legislation, focussed on the sale and supply of controlled drugs. | |
| | |
| Activities | Outcomes |
| <ol style="list-style-type: none"> 1. Enforce drugs legislation, particularly the sale and supply of drugs. 2. Conduct operations targeting the sale and supply of drugs. 3. Deliver drug prevention advice to secondary schools. | <ul style="list-style-type: none"> • Improved perception of An Garda Síochána as: <ul style="list-style-type: none"> ○ Helpful & Community focussed ○ Managing crime locally & nationally • Reduced fear of crime / Increased feelings of safety • Increased satisfaction with An Garda Síochána: <ul style="list-style-type: none"> ○ Listens/responds to community concerns • Increased trust • Increased visibility |

Wexford 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"> • Reduced fear of crime / Increased feelings of safety • Improved perception of An Garda Síochána as: <ul style="list-style-type: none"> ○ Helpful & Community focussed ○ Managing crime locally & nationally • Increased satisfaction with An Garda Síochána: <ul style="list-style-type: none"> ○ Listens/responds to community concerns • Increased visibility • Increased trust |

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

Wexford Divisional Policing Plan

| 2.6 Offender Management & Recidivism (including Child Diversion & SAOR) | |
|---|---|
| A reduction in offending through the effective implementation of SAOR and Child Diversion policies. | |
| | |
| Activities | Outcomes |
| <ol style="list-style-type: none"> 1. Working with criminal justice partners. 2. Appoint a Case Manager for each prolific offender. 3. Train additional case managers. | <ul style="list-style-type: none"> • Reduced recidivism • Reduced fear of crime / Increased feelings of safety • Increased visibility • Improved perception of An Garda Síochána as: <ul style="list-style-type: none"> ○ Managing crime locally & nationally |

| 2.7 Victim Support | |
|---|--|
| Providing a responsive service to victims of crime, keeping all victims up to date on investigations, complying with both Garda victims policy and the Victims Act | |
| | |
| Activities | Outcomes |
| <ol style="list-style-type: none"> 1. We will increase the proportion of completed victim assessments which are made within 3 days of reporting to 85%. 2. Ensure all vulnerable victims receive a call back in person. 3. Ensure all victims receive tailored crime prevention advice and support. 4. Ensure letters issue to all victims in appropriate cases and that follow up phone calls are made. 5. Ensure that a Family Liaison Officer is appointed in all required cases. | <ul style="list-style-type: none"> • Increased trust • Increased victim satisfaction • Increased satisfaction with An Garda Síochána: <ul style="list-style-type: none"> ○ Listens/responds to community concerns • Increased perception that An Garda Síochána treats people equally • Reduced fear of crime / Increased feelings of safety • Improved perception of An Garda Síochána as: <ul style="list-style-type: none"> ○ Helpful & Community focussed ○ Managing crime locally & nationally |

Wexford Divisional Policing Plan

| 2.8 Missing Persons | |
|---|--|
| Effective management of all missing persons cases in compliance with Garda policy. | |
| | |
| Activities | Outcomes |
| <ol style="list-style-type: none"> 1. Ongoing review all missing person incidents by District Officers. 2. Establish and maintain liaisons with residential care homes on a quarterly basis. 3. Complete all investigative actions. 4. Ensure use of CRI alert where appropriate. | <ul style="list-style-type: none"> • Increased satisfaction with An Garda Síochána: <ul style="list-style-type: none"> ○ Listens/responds to community concerns • Increased trust • Reduced fear of crime / Increased feelings of safety • Increased perception An Garda Síochána is well managed • Improved perception of An Garda Síochána as: <ul style="list-style-type: none"> ○ Helpful & Community focussed ○ Managing crime locally & nationally |

| 2.9 Domestic Abuse | |
|---|--|
| Provision of an empathetic responsive service to all victims of domestic abuse, in line with relevant Garda policy and legislation. | |
| | |
| Activities | Outcomes |
| <ol style="list-style-type: none"> 1. In-Person victim call-backs will be made to a <u>minimum</u> of 40% of victims of domestic abuse. These visits will be recorded on the victim engagement screen. 2. Ensuring that arrests are made where a power of arrest exists. 3. Review all domestic abuse related incidents to ensure compliance with policy. 4. Continue to liaise with other agencies/support services. | <ul style="list-style-type: none"> • Increased reporting of domestic violence related offences • Increased satisfaction with An Garda Síochána: <ul style="list-style-type: none"> ○ Listens/responds to community concerns • Increased trust • Increased perception that An Garda Síochána treats people equally • Improved perception of An Garda Síochána as: <ul style="list-style-type: none"> ○ Helpful & Community focussed ○ Managing crime locally & nationally • Reduced fear of crime / Increased feelings of safety • Increased visibility |

Wexford 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 |
| <ol style="list-style-type: none"> 1. Establish a Protective Services Unit within the Division. 2. Ensure that maximum investigative standards are complied with. | <ul style="list-style-type: none"> • Increased reporting of sexual offences • Increased satisfaction with An Garda Síochána: <ul style="list-style-type: none"> ○ Listens/responds to community concerns • Increased trust • Increased perception that An Garda Síochána treats people equally • Improved perception of An Garda Síochána as: <ul style="list-style-type: none"> ○ Helpful & Community focussed ○ Managing crime locally & nationally • Reduced fear of crime / Increased feelings of safety • Increased visibility |

| 2.11 Roads Enforcement Activities (including the National Roads Policing Operations Plan) | |
|---|---|
| Reduce collisions, road deaths and serious injuries through enforcement of key lifesaver offences (speeding, drink driving, seatbelt and mobile phone offences) and relevant legislation. | |
| | |
| Activities | Outcomes |
| <ol style="list-style-type: none"> 1. Increase lifesaver offence detections. 2. Increase MIT breath tests performed. 3. Implement National Roads Policing Operations Plan. | <ul style="list-style-type: none"> • Safer Roads, reduced road deaths and serious injuries • Increased satisfaction with An Garda Síochána: • Listens/responds to community concerns • Improved perception of An Garda Síochána as: <ul style="list-style-type: none"> ○ Helpful & Community focussed ○ Managing crime locally & nationally • Reduced fear of crime / Increased feelings of safety • Increased visibility |






Wexford Divisional Policing Plan

| 2.12 Road Safety Education & Awareness | |
|--|---|
| Work with partner agencies to ensure that there is a focus on road safety education and awareness. | |
| | |
| Activities | Outcomes |
| 1. Multi Agency engagement/checkpoints carried out regularly. | <ul style="list-style-type: none"> • Increased satisfaction with An Garda Síochána: <ul style="list-style-type: none"> ○ Listens/responds to community concerns • Increased trust • Increased perception that An Garda Síochána treats people equally • Improved perception of An Garda Síochána as: <ul style="list-style-type: none"> ○ Helpful & Community focussed ○ Managing crime locally & nationally • Reduced fear of crime / Increased feelings of safety • Increased visibility |

| 2.13 Event Management | |
|---|---|
| Ensure that all major events are planned for and that risks are reduced. | |
| | |
| Activities | Outcomes |
| 1. Ensure that adequate and robust policing plans are in place for all major public events. | <ul style="list-style-type: none"> • Increased satisfaction with An Garda Síochána: <ul style="list-style-type: none"> ○ Listens/responds to community concerns • Increased trust • Improved perception of An Garda Síochána as: <ul style="list-style-type: none"> ○ Helpful & Community focussed • Increased visibility • Reduced fear of crime / Increased feelings of safety |

3) A Secure Ireland

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

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

| 3.1 Local Subversive Targets | |
|--|---|
| Targeting, intelligence gathering and interdiction of subversives living and operating within the District | |
| Activities | Outcomes |
| | <ul style="list-style-type: none"> • Increased satisfaction with An Garda Síochána; <ul style="list-style-type: none"> ○ Listens/responds to community concerns • Increased trust • Increased perception that An Garda Síochána treats people equally • Improved perception of An Garda Síochána as: <ul style="list-style-type: none"> ○ Helpful & Community focussed ○ Managing crime locally & nationally • Reduced fear of crime / Increased feelings of safety • Increased visibility |

Wexford Divisional Policing Plan

| 3.2 Border Security & Cross Border Crime | |
|--|---|
| Ensuring that we have the proper controls in place to effectively police our sea border. | |
| | |
| Activities | Outcomes |
| | <ul style="list-style-type: none"> • Increased satisfaction with An Garda Síochána: <ul style="list-style-type: none"> ○ Listens/responds to community concerns • Increased trust • Increased perception that An Garda Síochána is well managed • Improved perception of An Garda Síochána as: <ul style="list-style-type: none"> ○ Helpful & Community focussed ○ Managing crime locally & nationally • Reduced fear of crime / Increased feelings of safety • Increased visibility |

| 3.3 Major Emergency Management | |
|---|---|
| Ensuring that we have the capacity, equipment and training to respond to any major emergency. | |
| | |
| Activities | Outcomes |
| | <ul style="list-style-type: none"> • 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: <ul style="list-style-type: none"> ○ 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 |  |

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

| 4.2 Risk Management | |
|---|--|
| Ensure the effective management of risk within the Division to support the achievement of goals and objectives. | |
| Activities | Outcomes |
| <ol style="list-style-type: none"> Ensure the ongoing, dynamic management of all risks within the Division, engaging relevant stakeholders. Undertake a review of the risk register in line with the development and evaluation of the annual Policing Plan. Utilise organisational supports to add value to Divisional risk management. Ensure all risk registers are submitted on a quarterly basis in compliance with risk management policy and procedures. | <ul style="list-style-type: none"> Improved perception of An Garda Síochána as well managed Increased trust Improved perception of An Garda Síochána as: <ul style="list-style-type: none"> Managing crime locally & nationally |

Wexford Divisional Policing Plan

| 4.3 Financial Management | |
|--|--|
| Effective management of all spending within the District, ensuring policing services are delivered within budget | |
| | |
| Activities | Outcomes |
| <ol style="list-style-type: none"> 1. Ensure the ongoing, dynamic management of all budgets within the Division. 2. Review financial reports on ongoing basis with a focus on controllable costs (OT, T&S, other non-pay related costs). 3. Ensure a towing contract is in place and that vehicles are stored for no longer than necessary. | <ul style="list-style-type: none"> • Increased perception that An Garda Síochána is well managed • Increased trust • Increased visibility |

| 4.4 Data Quality | |
|---|---|
| Engaging in activities to support an improvement in organisational data quality | |
| | |
| Activities | Outcomes |
| <ol style="list-style-type: none"> 1. Reducing the number of incidents created after 24 hours 2. Reducing the number of HISTORIC incidents with status of Review/Clarification 3. Reducing the number of RECENT incidents with status of Review/Clarification 4. Reducing the number of incidents created manually 5. A reduction in the FCN recording delay to less than 16 days on average per month for manually issued FCN records | <ul style="list-style-type: none"> • Increased trust • Increased perception that An Garda Síochána is well managed • Enhanced Data Quality |

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| 4.5 Change Projects | |
|--|---|
| Ensure that we modernise our systems and processes to ensure that we have the tools to do our job. | |
| | |
| Activities | Outcomes |
| <ol style="list-style-type: none"> Ensure that we implement all change projects rolled out during the year. | <ul style="list-style-type: none"> • Increased satisfaction with An Garda Síochána: <ul style="list-style-type: none"> ○ Listens/responds to community concerns • Increased trust • Improved perception of An Garda Síochána as: <ul style="list-style-type: none"> ○ Helpful & Community focussed ○ Managing crime locally & nationally • Reduced fear of crime / Increased feelings of safety • Increased visibility Síochána |

| 4.6 Estate Management / Station Upkeep | |
|--|--|
| Ensure that we have the infrastructure in place to provide a modern working environment. | |
| | |
| Activities | Outcomes |
| <ol style="list-style-type: none"> Carry out a Divisional wide review of the estate. Carry out a Health, Safety and Welfare review at each station requiring improvements. | <ul style="list-style-type: none"> • Enhanced working environment • Improved perception of An Garda Síochána as well managed |

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 |  |
|---------------------|---|-------------------|---|---------|---|

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"> 1. All members trained in the PALF process. 2. Managers effectively manage the PALF process throughout the year. 3. Face to face management briefings at shift overlaps and briefing periods. 4. 15-minute briefing periods fully utilised and appropriate content made available to Supervisors. | <ul style="list-style-type: none"> • Improved perception of An Garda Síochána as well managed • Increased satisfaction with An Garda Síochána: <ul style="list-style-type: none"> ○ Listens/responds to community concerns • Increased trust • Improved perception of An Garda Síochána as: <ul style="list-style-type: none"> ○ Helpful & Community focussed ○ Managing crime locally & nationally |

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| 5.2 Health and Safety Compliance & Promotion | |
|--|---|
| Ensure that there is a focus on complying with health and safety legislation and that health and safety within the workplace is promoted. | |
| Activities | Outcomes |
| <ol style="list-style-type: none"> 1. Raise member's awareness regarding 6 C's first responder's safety principals. 2. Risk assess all locations where checkpoints are conducted. 3. Ensure all searches of premises are fully risk assessed. | <ul style="list-style-type: none"> • Increased satisfaction with An Garda Síochána: <ul style="list-style-type: none"> ○ Listens/responds to community concerns • Increased trust • Increased perception that An Garda Síochána treats people equally • Improved perception of An Garda Síochána as: <ul style="list-style-type: none"> ○ Helpful & Community focussed ○ Managing crime locally & nationally • Reduced fear of crime / Increased feelings of safety • Increased visibility |

| 5.3 Absence Management and Employee Wellness | |
|--|---|
| Investing in the physical and mental wellness of our people. | |
| Activities | Outcomes |
| <ol style="list-style-type: none"> 1. Appoint a wellness champion/contact person in each District 2. Health and wellness initiatives to be carried out. 3. Ensure all members/staff are aware of the services of the Employee Assistance Service. 4. Reduce the level of absence through effective use of Peer Supporters. | <ul style="list-style-type: none"> • Increased satisfaction with An Garda Síochána: <ul style="list-style-type: none"> ○ Listens/responds to community concerns • Increased trust • Increased perception that An Garda Síochána treats people equally • Improved perception of An Garda Síochána as: <ul style="list-style-type: none"> ○ Helpful & Community focussed ○ Managing crime locally & nationally • Reduced fear of crime / Increased feelings of safety • Increased visibility |

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| 5.4 Civilianisation | |
|--|---|
| Identification of roles suitable for civilianisation and reallocation of personnel to operational policing duties. | |
| | |
| Activities | Outcomes |
| <ol style="list-style-type: none"> 1. Civilianisation of suitable roles to maximise available Garda personnel. 2. Reallocation of personnel to policing duties upon allocation of Garda staff. | <ul style="list-style-type: none"> • Increased satisfaction with An Garda Síochána: <ul style="list-style-type: none"> ○ Listens/responds to community concerns • Increased trust • Increased perception that An Garda Síochána treats people equally • Improved perception of An Garda Síochána as: <ul style="list-style-type: none"> ○ Helpful & Community focussed ○ Managing crime locally & nationally • Reduced fear of crime / Increased feelings of safety • Increased visibility |

| 5.5 Garda Reserve Utilisation | |
|--|---|
| Ensure that members of the Garda Reserve are fully utilised to increase visibility and capacity. | |
| | |
| Activities | Outcomes |
| <ol style="list-style-type: none"> 1. Interview each member of the Garda Reserve to ascertain their continued commitment. | <ul style="list-style-type: none"> • Increased satisfaction with An Garda Síochána: <ul style="list-style-type: none"> ○ Listens/responds to community concerns • Increased trust • Increased perception that An Garda Síochána treats people equally • Improved perception of An Garda Síochána as: <ul style="list-style-type: none"> ○ Helpful & Community focussed ○ Managing crime locally & nationally • Reduced fear of crime / Increased feelings of safety • Increased visibility |

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| 5.6 Training Initiatives | |
|--|--|
| Ensure that training is available to personnel in accordance with their needs. | |
| | |
| Activities | Outcomes |
| <ol style="list-style-type: none"> 1. Completion of online youth referral e-learning course. 2. Carry out a training needs assessment and make application for courses. 3. Roll out of the core programme to all members. | <ul style="list-style-type: none"> • Increased engagement with personnel • Increased trust • A better skilled workforce |

| 5.7 Reducing Complaints / GSOC Local initiative | |
|---|--|
| Ensure that complaints are reduced through early and timely local intervention. | |
| | |
| Activities | Outcomes |
| <ol style="list-style-type: none"> 1. Ensure that all suitable complaints are dealt with under the local initiative. 2. Ensure members are aware of the most common complaints. | <ul style="list-style-type: none"> • Increased engagement with personnel • Increased trust • A better skilled workforce |

6) A Human Rights Foundation

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

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

| | | | | | |
|--------------|---|---|---|--|---|
| Trust in AGS |  | Perception that AGS treats people equally |  | Perception that AGS is a well-managed organisation |  |
|--------------|---|---|---|--|---|

6.1 Ethics and Human Rights Initiatives

Ensuring that we have a continual focus on our ethical obligations and that human rights are at the fore of everything we do.

| Activities | Outcomes |
|---|---|
| <ol style="list-style-type: none"> 100% personnel offered ethics training, 95% of members to have completed ethics training, 100% of personnel trained to have signed the code of ethics. Encourage all personnel to sign the code of ethics. | <ul style="list-style-type: none"> Increased satisfaction with An Garda Síochána: <ul style="list-style-type: none"> Listens/responds to community concerns Increased trust Increased perception that An Garda Síochána treats people equally Improved perception of An Garda Síochána as: <ul style="list-style-type: none"> Helpful & Community focussed Managing crime locally & nationally Reduced fear of crime / Increased feelings of safety Increased visibility |

Garda Code of Ethics Commitments

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

Duty to Uphold the Law

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

Honesty & Integrity

I will be honest and will act with integrity.

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

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

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

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

Respect & Equality

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

I will treat people with courtesy and respect.

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

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

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

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

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

Examples of Wrongful Reasons for Discrimination

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

Authority & Responsibility

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

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

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

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

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

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

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

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

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

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

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

Police Powers

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

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

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

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

Information & Privacy

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

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

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

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

Transparency & Communication

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

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

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

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

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

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

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

Speaking Up & Reporting Wrongdoing

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

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

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

Additional Commitments of Managers

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I will encourage and facilitate speaking up and reporting wrongdoing at every level in the organisation.

I will ensure that matters brought to my attention are considered, are investigated where necessary, and the appropriate action taken.

I will be open to matters raised by colleagues and learn from feedback and from reports of wrongdoing.

Leadership

I will contribute to a positive and healthy working environment.

I will maintain and promote professional standards and the standards of this Code.

I will aim to behave in a manner which brings credit on the Garda Síochána and myself thereby promoting public confidence in policing.

I will be accountable for orders or instructions I give to others, for the carrying out of those orders and for their consequences.

Additional Commitments of Managers

I will strive to make sure that people I work with carry out their duties in a way that follows this Code.

I will make sure that people I work with are effectively supported and guided in performing their duties and maintaining this Code.

I will do whatever I can, in my role, to protect and support the physical and mental wellbeing of people I work with.

I will ensure that matters brought to my attention are considered, are investigated where necessary, and the appropriate action taken.

I will be open to matters raised by colleagues and learn from feedback and from reports of wrongdoing.