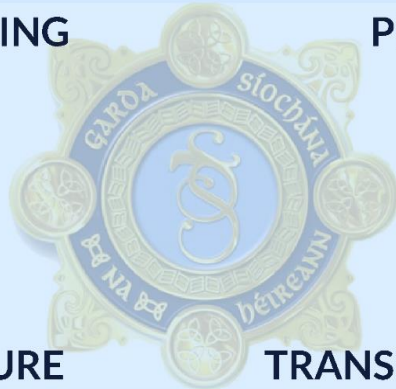


AN GARDA SÍOCHÁNA

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

Wicklow Divisional Policing Plan 2019

Divisional Policing Plan

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An Garda Síochána Strategy 2019 – 2021:

Our Mission - Keeping People Safe



Divisional Officer's Foreword

It is my pleasure to introduce An Garda Síochána's Policing Plan for the Wicklow Division for 2019. Public Consultation was undertaken by way of request for submissions from interested public groups and organisations. A number of submissions were received and these views have been incorporated into this plan. Internal consultation was again undertaken by way of request for submissions and face to face meetings with senior management across the Wicklow Division. The 2019 plan has been drafted in line with the National Policing Plan and the Garda Síochána Mission "Keeping People Safe". An Garda Síochána is committed to our public service positive duty obligations under section 42 of the Irish Human Rights and Equality Act 2014, which we will address in 2019 through initiatives relating to our diversity and inclusion strategy, hate crime policy and developing our human rights capacity.

I would like to express my appreciation to those who contributed to the development of this Policing Plan, in particular the Joint Policing Committee for their input, our 2019 plan exemplifies our commitment to listening and learning, to achieve our vision to Serve and protect the people of Wicklow.

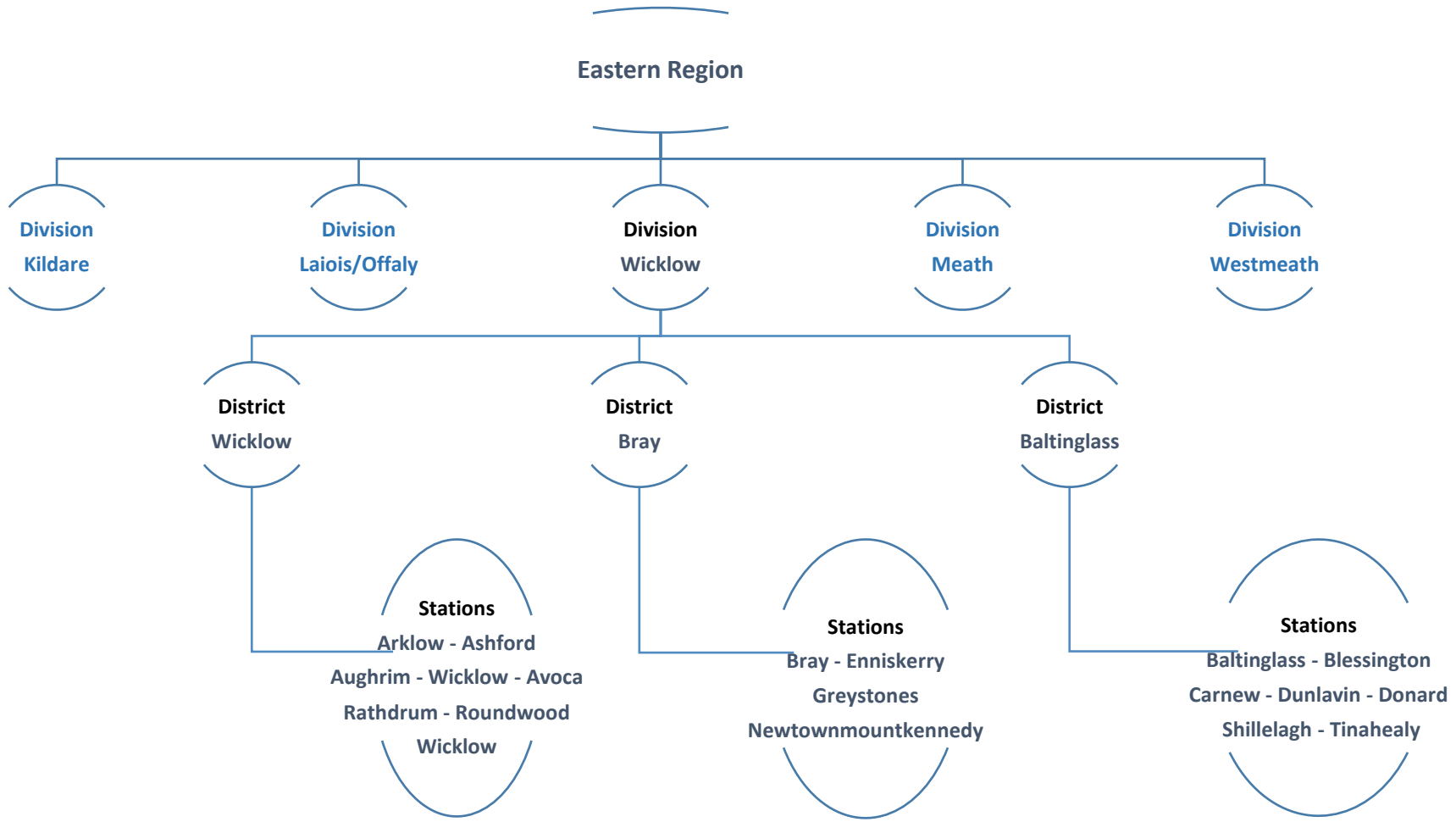
The Divisional Policing Plan is based around the key pillars of the Garda Strategy Statement 2019 - 2021:-

- Community Policing
- Keeping People Safe
- A Secure Ireland
- Transforming our Service
- Our People – Our Greatest Resource
- A Human Rights Foundation

John P Quirke
Chief Superintendent
Wicklow Division

Our People & Organisation

Divisional Policing Plan



Divisional Policing Plan

Stations within the Division

Station	District & Superintendent	Opening Hours	Telephone
Arklow	Wicklow - Superintendent Declan McCarthy	24/7	(0402) 32304
Ashford	Wicklow - Superintendent Declan McCarthy	10am – 1pm	(0404) 40212
Aughrim	Wicklow - Superintendent Declan McCarthy	10am – 1pm	(0402) 36142
Wicklow	Wicklow - Superintendent Declan McCarthy	24/7	(0404) 60140
Avoca	Wicklow - Superintendent Declan McCarthy	10am – 1pm	(0402) 35102
Rathdrum	Wicklow - Superintendent Declan McCarthy	10am – 1pm, 5pm – 7pm	(0404) 46206
Roundwood	Wicklow - Superintendent Declan McCarthy	10am – 1pm	(01) 2818142
Bray	Bray – Superintendent Patrick Ward	24/7	(01) 6665300
Enniskerry	Bray – Superintendent Patrick Ward	10am – 1pm	(01) 6665750
Greystones	Bray – Superintendent Patrick Ward	24/7	(01) 6665800
Newtownmountkennedy	Bray – Superintendent Patrick Ward	10am – 1pm	(01) 2819222
Baltinglass	Baltinglass – Superintendent Adrian Gamble	24/7	(059) 6482610
Blessington	Baltinglass – Superintendent Adrian Gamble	10am – 1pm, 7pm to 10pm	(045) 865202
Carnew	Baltinglass – Superintendent Adrian Gamble	10am – 1pm	(053) 9426102
Dunlavin	Baltinglass – Superintendent Adrian Gamble	3pm – 5pm	(045) 401211
Donard	Baltinglass – Superintendent Adrian Gamble	10am – 1pm	(045) 404612
Shillelagh	Baltinglass – Superintendent Adrian Gamble	11am – 1pm	(053) 9429102
Tinahealy	Baltinglass – Superintendent Adrian Gamble	3pm – 5pm	(0402) 38102
Emergency	112 or 999		
Crimestoppers	1800 250 025		

Divisional Policing Plan

1) Community Policing

Providing visible, responsive policing services tailored to community needs

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

1.1 Engaging with Communities (Inc. JPC Engagement)	
Work with our Joint Policing Committee (JPC), Community Groups (Neighbourhood Watch, Community Alert, Business Watch, Hospital Watch etc.) and other fora to identify local community needs and to ensure appropriate policing responses.	
Activities	Outcomes
<ol style="list-style-type: none"> 1. We will identify Community Policing requirements across the Division and allocate additional resources as required. 2. We will host two (2) District Community Alert Group Meetings in each District 3. We will create a District Committee/Working Group for Community Alert/Neighbourhood Watch in consultation with partner agencies with a view to improving communication with such groups. 4. We will host one Divisional Meeting with District Committee Representatives 5. District Officers will maintain a list of nominated Liaison Gardaí for Community Alert/Neighbourhood Watch Schemes to ensure such groups always have a nominated liaison Garda 6. We will monitor text alerts across each District with a view to ensure consistent and regular use across Districts 7. We will engage with the Age Friendly Forum and Wicklow Older Persons Council. 8. We will appoint one older persons ambassador in each District. 9. We will consult with the Garda Press Office with a view to the creation of a Divisional Facebook Page for the Wicklow Division 	<ul style="list-style-type: none"> • Increased satisfaction with An Garda Síochána: <ul style="list-style-type: none"> ○ Listens/responds to community concerns • Increased trust • Increased perception that An Garda Síochána treats people equally • Improved perception of An Garda Síochána as: <ul style="list-style-type: none"> ○ Helpful & Community focussed ○ Managing crime locally & nationally • Reduced fear of crime / Increased feelings of safety • Increased visibility

Divisional Policing Plan

1.2 Anti-Social Behaviour, Public Order & High Visibility Policing	
Providing a visible responsive proactive policing service, targeting antisocial behaviour/public order hotspots to improve quality of life for residents and visitors	
Activities	Outcomes
<ol style="list-style-type: none"> 1. We will liaise with internal and external stakeholders including Regional Analysts to identify public order hotspots and target each with a view to tackle anti-social behaviour and public order offences. 2. Will proactively engage with the Local Authority , licence holders, business, etc., to tackle anti-social behaviour and public order offences 3. We will pursue and progress applications for the installation of Community CCTV in Greystones, Blessington and Arklow 4. We will continue to engage with Purple Flag Organisation 5. We will conduct test purchasing exercises within each District 	<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
<ol style="list-style-type: none"> 1. We will proactively engage with representatives of local and diverse communities and ethnic minorities in each District 2. We will encourage and promote the reporting of hate crime through awareness campaigns and the use of social media 3. We will proactively engage with community stakeholders working with the most vulnerable in society. 4. We will review Divisional training requirements for Ethnic Liaison Officers in Q2 and request further training to meet Divisional needs. 5. Proactively engage with Resettlement Direct Provisions centres in the Wicklow Division 	<ul style="list-style-type: none"> • Increased satisfaction /An Garda Síochána: listens/responds to community concerns • Increased trust / Increased visibility • Increased perception that An Garda Síochána treats people equally • Improve perception of An Garda Síochána as: <ul style="list-style-type: none"> ○ Helpful & Community focussed ○ Managing crime locally & nationally • Reduced fear of crime / Increased feelings of safety

Divisional Policing Plan

1.4 Children and Young People	
Engage with and support young people, providing guidance to keep them safe	
Activities	Outcomes
<ol style="list-style-type: none"> 1. We will deliver the schools programme to each primary school 2. We will provide at least one career guidance talk in each secondary school 3. We will proactively engage with each youth group during the year 4. We will host the Annual Divisional Youth Awards 5. We will facilitate the Transition Year work placement programme 6. We will proactively engage with Garda Youth Diversion Projects – Bray New Directions Project and Foroige Way, Wicklow 7. We will proactively engage with Co. Wicklow Children & Young People’s Services Committee (CYPSC) 	<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	
Local activities which support the national drug strategy	
Activities	Outcomes
<ol style="list-style-type: none"> 1. We will support implementation of the National Drugs Strategy in conjunction with partner agencies. 2. We will monitor the implementation of Drugs related Intimidation Protocols 3. We will continue engagement with the East Coast Drugs Task Force 4. We will provide Drugs Prevention Training for nominated member 5. We will liaise with partner agencies, TUSLA, etc. 	<ul style="list-style-type: none"> • Increased satisfaction with An Garda Síochána: <ul style="list-style-type: none"> ○ Listens/responds to community concerns • Increased trust • Increased perception that An Garda Síochána treats people equally • Improved perception of An Garda Síochána as: <ul style="list-style-type: none"> ○ Helpful & Community focussed ○ Managing crime locally & nationally • Reduced fear of crime / Increased feelings of safety • Increased visibility

2) Protecting People

Protecting people from crime and from injury on our roads

The activities outlined on the following pages will support An Garda Síochána in realising the following 3-year strategic outcomes					
Incidences of crime	↓	Fear of Crime	↓	Road deaths and injuries	↓
Crime Detections	↑	Victim Satisfaction	↑	Key Lifesaver Offence detections	↑
Perception of crime as a very serious or serious problem	↓	Satisfaction that AGS listens to and response to community concerns	↑	Perception that An Garda Síochána is managing crime nationally	↑
Standard of investigations	↑	Garda visibility	↑	Legislative compliance	↑

2.1 Investigation and Detection (Burglary, Robbery, Assault and Volume Crime)	
A comprehensive approach to all aspects of crime investigation and detection, delivering improved investigative outcomes	
Activities	Outcomes
<ol style="list-style-type: none"> 1. We will manage crime utilising the Performance and Accountability Framework 2. We will proactively engage with regional crime management structures 3. We will proactively review undetected crime 4. We will proactively identify and address reasons for non-detection of incidents 5. We will ensure mandatory investigative actions are completed 6. We will proactively seek to enhance the use of the Crime Scene Investigation Unit 7. We will proactively monitor bail and curfew compliance 8. We will manage Offenders in line with SAOR policy 9. We will proactively utilise all specialist resources available including forensic evidence, CCTV evidence, etc. 10. We will proactively implement the national assault reduction plan initiatives 11. We will proactively leverage the benefits of crime analysis services 12. Detective Inspector to put plans in place to improve detection rates, Special Crime Operations. 13. We will request training of additional Senior Investigating Officers (SIO) to meet Divisional needs. 14. We will use Social Media to advertise Divisional/District Property Days and to return property to owners 	<ul style="list-style-type: none"> • Increased satisfaction with An Garda Síochána: <ul style="list-style-type: none"> ○ Listens/responds to community concerns • Increased trust • Increased perception that An Garda Síochána treats people equally • Improved perception of An Garda Síochána as: <ul style="list-style-type: none"> ○ Helpful & Community focussed ○ Managing crime locally & nationally • Reduced fear of crime / Increased feelings of safety • Increased visibility

Divisional Policing Plan

2.2 Crime Prevention	
Reduce the incidence of crime through education, awareness and community collaboration	
Activities	Outcomes
<ol style="list-style-type: none"> 1. The Crime Prevention Officer will host initiatives at local public events 2. We will implement National Crime Prevention & Reduction Strategy initiatives as communicated by CEPS 3. We will utilise local radio, print media & social media to promote crime prevention awareness 4. We will proactively engage with harbour managers in the Division with a view to reducing Crime opportunities at points of entry at Ports in the Wicklow Division 5. We will ensure prisoners are fingerprinted, photographed and DNA samples are taken where appropriate 	<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. We will undertake Intelligence led operations involved to combat the sale and supply of drugs 2. We will maintain appropriate levels of resources in the Divisional Drugs Unit. 3. We will review Divisional training requirements for Presumptive Drug Testing (PDT) and request further training to meet Divisional needs. 4. We will circulate intelligence on persons involved in the sale and supply of drugs. 5. We will proactively engage with National units including CAB and the Garda National Drugs and Organised Crime Bureau and external agencies to tackle those in the sale and supply of drugs 6. We will proactively use Roads Policing Units to improve detections 	<ul style="list-style-type: none"> • Improved perception of An Garda Síochána as: <ul style="list-style-type: none"> ○ Helpful & Community focussed ○ Managing crime locally & nationally • Reduced fear of crime / Increased feelings of safety • Increased satisfaction with An Garda Síochána: <ul style="list-style-type: none"> ○ Listens/responds to community concerns • Increased trust • Increased visibility

Divisional Policing Plan

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

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. We will proactively engage and work with our criminal justice partners 2. We will proactively monitor prolific offenders/Thor targets with Case Managers 3. We will proactively review the implementation of the Youth Diversion Scheme as part of the Inspection and Review process 4. We will proactively use Bail Laws and monitor bail and curfew compliance 	<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 issue victim information letters to every victim of crime and provide at least one follow up phone call to each victim. 2. We will increase the proportion of completed victim assessments which are made within 3 days of reporting to 85% 3. We will proactively monitor incidents which require personal contact 4. We will proactively engage with Courts Victims Service 5. We will review implementation of The Criminal Justice (Victims of Crime) Act 2017 within the Wicklow Division as part of the Inspection & Review process. 	<ul style="list-style-type: none"> • Increased trust • Increased victim satisfaction • Increased satisfaction with An Garda Síochána: <ul style="list-style-type: none"> ○ Listens/responds to community concerns • Increased perception that An Garda Síochána treats people equally • Reduced fear of crime / Increased feelings of safety • Improved perception of An Garda Síochána as: <ul style="list-style-type: none"> ○ Helpful & Community focussed ○ Managing crime locally & nationally

Divisional Policing Plan

2.8 Missing Persons	
Effective management of all missing persons cases in compliance with Garda policy	
Activities	Outcomes
<ol style="list-style-type: none"> 1. There will be ongoing review of all missing person incidents by District Officers with a view to reducing the number of missing person incidents which are overdue District Officer reviews 2. We will monitor governance of Missing Person investigations using available KPI reports. 3. We will monitor compliance with Missing Children from Care Protocols. 4. We will engage with residential centres to agree and put an absence management plan in place with a view to reducing the number of Missing Children from care incidents. 5. We will proactively engage and liaise with local search organisations, e.g. Mountain Rescue teams. 6. We will review the use of Standard Operating Procedure (SOP) in Inspections and Reviews 	<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. We will complete In-Person victim callbacks to a minimum of 40% of victims of domestic abuse. These visits will be recorded on the victim engagement screen. 2. We will review incidents to ensure investigations are being completed to a high standard 3. We will examine “domestic dispute no offences disclosed” incidents to ensure that incidents are properly categorised and that data recorded is correct 4. We will circulate details of support services for victims to all members 5. We will brief every unit on the Domestic Violence Act 2018 6. We will ensure early completion of all victim assessments 7. We will complete a risk assessment for every repeat victim 8. We will proactively engage with the Women’s refuge within the Division 	<ul style="list-style-type: none"> • Increased reporting of domestic violence related offences • Increased satisfaction with An Garda Síochána: <ul style="list-style-type: none"> ○ Listens/responds to community concerns • Increased trust • Increased perception that An Garda Síochána treats people equally • Improved perception of An Garda Síochána as: <ul style="list-style-type: none"> ○ Helpful & Community focussed ○ Managing crime locally & nationally • Reduced fear of crime / Increased feelings of safety • Increased visibility

Divisional Policing Plan

2.10 Sexual Offences	
Provision of an empathetic responsive service to all victims of sexual crime, in line with relevant Garda policy and legislation	
Activities	Outcomes
<ol style="list-style-type: none"> 1. We will continue preparations for the establishment of a Divisional Protective Services Unit to ensure victims of sexual abuse receive the best service possible. 2. We will monitor the investigation of all sexual crimes to ensure that they are fully investigated to a high standard. 3. We will engage with TUSLA in relation to all sexual crimes involving children. 4. We will participate in the Senior Local Management Liaison Forum with TULSA in accordance with the Joint Working Protocol for An Garda Síochána/Tusla – Child and Family Agency Liaison (10.2) 5. We will proactively manage the utilisation of Child Specialist Interviewers ensuring use where appropriate and cases prioritised appropriately 	<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. We will increase lifesaver offence detections 2. We will increase MIT breath tests performed 3. We will implement National Roads Policing Operations Plan 4. We will conduct Multi Agency checkpoints on a quarterly basis 5. We will continue to ensure seizure of vehicles and prosecutions of drivers where appropriate 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 7. We will improve enforcement of Road Transport legislation/regulations 8. A reduction in the FCN recording delay to less than 16 days on average per month for manually issued FCN records 	<ul style="list-style-type: none"> • Safer Roads, reduced road deaths and serious injuries • Increased satisfaction with An Garda Síochána: • Listens/responds to community concerns • Improved perception of An Garda Síochána as: <ul style="list-style-type: none"> ○ Helpful & Community focussed ○ Managing crime locally & nationally • Reduced fear of crime / Increased feelings of safety • Increased visibility

Divisional Policing Plan






2.12 Road Safety Education & Awareness	
Undertake appropriate Road Safety Education and Awareness initiatives across Wicklow Division	
Activities	Outcomes
<ol style="list-style-type: none"> 1. We will undertake educational and awareness activities on road safety with members of the public 2. We will proactively utilise Social Media to disseminate Road Safety initiatives 3. We will undertake various initiatives including <ol style="list-style-type: none"> a. Tractors and Trailers safety awareness initiative with IFA b. Schools Programme c. RSA roll over d. Crash Simulator 4. We will proactively liaise with Roads Policing and Major Emergency with a view to making a submission to Road Safety Authority to reactivate Vehicle rectification form 5. We will undertake initiatives focusing on <ol style="list-style-type: none"> a. Cyclists b. Motor Cyclists c. Pedestrians d. Unaccompanied Drivers 	<ul style="list-style-type: none"> • Increased satisfaction with An Garda Síochána: <ul style="list-style-type: none"> ○ Listens/responds to community concerns • Increased trust • Increased perception that An Garda Síochána treats people equally • Improved perception of An Garda Síochána as: <ul style="list-style-type: none"> ○ Helpful & Community focussed ○ Managing crime locally & nationally • Reduced fear of crime / Increased feelings of safety • Increased visibility

Divisional Policing Plan

2.13 Event Management	
Ensure all major events across Wicklow Division are properly resources and costs are recovered where appropriate.	
Activities	Outcomes
<ol style="list-style-type: none"> 1. We will ensure appropriate Policing Plans with related risk assessments are put in place for all major events in the Division for Quarter 2, 3 and 4 2019. 2. We will proactively engage with event organisers in a timely and effective manner. 	<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

Divisional Policing Plan

3.2 Major Emergency Management	
Ensure all An Garda members are adequately resourced and trained to respond to Major Emergencies or Critical Incidents should they occur.	
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"> We will undertake inspection and reviews in line with Garda policy as set out in HQ 59/2014 Each District will conduct at least one (1) Data Quality review and one (1) youth referral review 	<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"> We will continue to manage dynamically all risks within the Division, engaging with relevant stakeholders where necessary. We will undertake a review of the risk register in line with the development and evaluation of the annual Policing Plan. We will utilise organisational supports to add value to Divisional risk management. We will submit all risk registers on a quarterly basis in compliance with risk management policy and procedures. 	<ul style="list-style-type: none"> Improved perception of An Garda Síochána as well managed Increased trust Improved perception of An Garda Síochána as: <ul style="list-style-type: none"> Managing crime locally & nationally

Divisional Policing Plan

4.3 Financial Management	
Effective management of all spending within the District , ensuring policing services are delivered within budget	
Activities	Outcomes
<ol style="list-style-type: none"> 1. We will continue to dynamically manage all budgets within the Division 2. We will review financial reports on an ongoing basis with a focus on controllable costs (OT, T&S, other non-pay related costs) 3. We will continue to engage with Procurement with a view to the implementation and effective management of towing and other contracts 4. We will proactively engage with event organisers to ensure that events are effectively policed as economically as possible 	<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. We will reduce the number of HISTORIC incidents with status of Review/Clarification 2. We will Monitor KPI reports for changes in trends related to Data Quality metrics 3. We will proactively monitor GDPR and the Law enforcement Directive 4. District Officers will Monitor IOI reports 5. We will monitor compliance with legislation regarding retention of samples by including in Inspections and Reviews and ongoing monitoring. 	<ul style="list-style-type: none"> • Increased trust • Increased perception that An Garda Síochána is well managed • Enhanced Data Quality

Divisional Policing Plan

4.5 Change Projects	
Supporting the organisation goals to modernise and improve the Policing Service we provide the people of Wicklow	
Activities	Outcomes
<ol style="list-style-type: none"> 1. All members to complete Enterprise Content Management (ECM) training in advance of ECM rollout 2. We will proactively support all MRP/CFPI projects in line with National Priorities 	<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	
Endeavouring to provide the best possible facilities for our people to work in	
Activities	Outcomes
<ol style="list-style-type: none"> 1. We will continue to pursue the upgrade of cell area in Wicklow Garda Station 2. We will engage with Garda Housing and OPW to complete works in Dunlavin Garda Station 3. We will engage with Garda Housing and OPW to complete works in Greystones Garda Station 	<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	
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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"> 1. All members to be engaged fully in the PALF process 2. All managers will effectively manage the PALF process throughout the year 3. We will review face to face management briefings at shift overlaps and briefing periods with a view to improving communication between front line members and managers 4. We will review the pre-tour briefings with a view to improving the content and effectiveness of same and consider the introduction of a standardised pre-tour briefing document 5. We will encourage the submission of initiatives from members (include conversation in briefings and PALF reviews) 	<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	
Ensuring the safety of our people as they undertake their duties	
Activities	Outcomes
<ol style="list-style-type: none"> 1. We will brief all units with regard to the Actions for First Responders and the 6 C's safety principles in responding to Firearms and Critical Incidents 2. We will proactively engage with Regional Safety Advisor 3. We will undertake Quarterly Divisional Meetings on Health and Safety 4. We will include Health & Safety on Weekly PAF agenda 5. We will ensure risk assessments are completed for operations/searches/operational orders 6. We will review the completion of daily inspection sheets for vehicles and cell areas in Inspections and Reviews 7. We will issue a letter under Health, Safety & Welfare at Work Act 2005 to all new staff members. 	<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. Managers/ supervisors will make contact with personnel absent from work in accordance with protocols 2. We will complete referrals to Chief Medical Officer (CMO) where appropriate 3. We will continue to monitor sickness absence on an ongoing basis 	<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. We will proactively engage with Project 2121 and identify posts suitable for civilisation 2. We will assess accommodation requirements for additional Garda staff members with a view to engaging with Housing and the OPW for necessary works to be completed 3. We will undertake Health & Safety orientation for all new members of 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	
Maximise utilisation of Garda Reserves within Wicklow	
Activities	Outcomes
<ol style="list-style-type: none"> 1. We will proactively engage with current Garda reserves and ensure reserves complete hours. 2. We will maximise the use of Garda Reserves at 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 • 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 all members of staff are adequately trained to fulfil their roles.	
Activities	Outcomes
<ol style="list-style-type: none"> 1. All members in Wicklow will complete the online (LMS) youth referral e-learning course 2. We will complete ASP and Incapacitant Spray training and recertification 3. Complete training needs assessment and application for courses at Divisional (CPD) and national (Garda College) level 4. We will undertake Local Training initiatives, e.g. Mediation services available with CLM (Community Law Mediation Services) 5. We will review requirements for First Aid recertification of staff members 	<ul style="list-style-type: none"> • Increased engagement with personnel • Increased trust • A better skilled workforce

5.7 Reducing Complaints / GSOC Local initiative	
Reduce complaints made to GSOC by promoting local intervention in appropriate cases	
Activities	Outcomes
<ol style="list-style-type: none"> 1. Increase awareness of scope for Local intervention with complaints to address their concerns and issues at an early point with a view to reducing the number of complaints made to the Garda Síochána Ombudsman Commission 2. We will proactively encourage high professional standards from all members to be driven by supervisors and managers and use the Inspection and Review process to examine areas of concern that might arise with a view to reducing the number of complaints made by members of the public 	<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	
Ensure compliance with Code of Ethics by members of An Garda Síochána in Wicklow	
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 We will monitor Garda activity for compliance with An Garda Síochána Code of Ethics 	<ul style="list-style-type: none"> Increased satisfaction with An Garda Síochána: <ul style="list-style-type: none"> Listens/responds to community concerns Increased trust Increased perception that An Garda Síochána treats people equally Improved perception of An Garda Síochána as: <ul style="list-style-type: none"> Helpful & Community focussed Managing crime locally & nationally Reduced fear of crime / Increased feelings of safety Increased visibility

Garda Code of Ethics Commitments

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

Duty to Uphold the Law

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

Honesty & Integrity

I will be honest and will act with integrity.

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

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

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

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

Respect & Equality

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

I will treat people with courtesy and respect.

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

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

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

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

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

Examples of Wrongful Reasons for Discrimination

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

Authority & Responsibility

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

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

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

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

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

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

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

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

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

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

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

Police Powers

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

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

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

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

Information & Privacy

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

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

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

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

Transparency & Communication

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

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

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

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

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

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

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

Speaking Up & Reporting Wrongdoing

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

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

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

Additional Commitments of Managers

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

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

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

Leadership

I will contribute to a positive and healthy working environment.

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

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

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

Additional Commitments of Managers

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

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

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

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

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