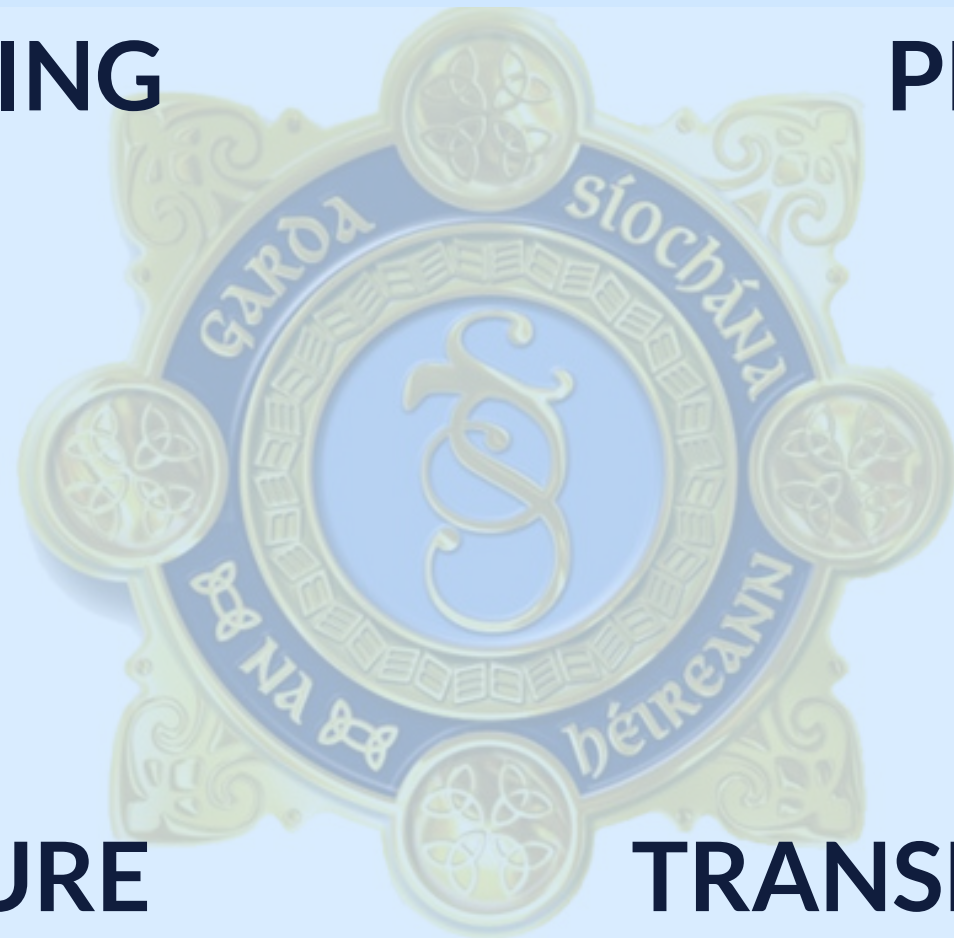


# AN GARDA SÍOCHÁNA

## 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



## Foreword

This document outlines An Garda Síochána's Strategy for enhancing both the policing services we provide and our management and leadership capacity between 2019 and 2021.

Our Mission, for the next three years, is as important as it is simple: 'Keeping People Safe'. As Guardians of the Peace, Keeping People Safe and safeguarding human rights is central to what we do. Keeping People Safe will be the guiding principle upon which we will base strategic and operational decisions.

My vision for An Garda Síochána is a victim-centred police service, focused on keeping people safe, protecting the most vulnerable and providing a consistently high standard of service.

We will be responsive to the needs of victims, local communities and the evolving nature of crime. This will require a significant investment in our capacity to measure, anticipate and respond to the ever changing demands that policing presents.

To allow us to provide more responsive, efficient and effective policing services, we must make fundamental changes to the structure of the organisation. Through implementing a new Local Policing Model we will move from a geographic to a functional model of police service provision, organising our resources around the services we provide. We will also undertake a significant restructuring of both headquarters sections and national units. This restructuring will be challenging, however, it will allow for more efficient working, enhanced service provision and an increased capacity to provide support to communities and victims of crime.

Holding ourselves to account for our performance against this strategy and associated policing plans is key to ensuring confidence in our service. Through further investment in governance, accountability and a strong new focus on human rights, we will deliver a policing service that will consistently build public confidence.

Delivery of this strategy requires well-trained, committed personnel, supported by strong visible leaders. This strategy and its focus on 'Our people- Our Greatest Resource' is a significant step towards ensuring that all personnel feel supported and that their work is valued.

For the first time, the Garda Síochána Strategy Statement emphasises human rights as a foundation for providing policing services. In line with our positive duty obligations under Section 42 of the Irish Human Rights and Equality Act 2014, we will build our human rights capacity over the strategy period. Further to our investment in human rights, we will progress internal and external diversity and inclusion initiatives and develop and implement a hate crime policy .

This Strategy Statement reflects the significant challenges that An Garda Síochána has faced in recent years and it is strongly influenced by ‘A Policing Service for the Future’, the implementation of which will present our core challenge over this period. The ambitious targets set in this strategy will require significant resources to implement; it is our responsibility to ensure that the best, most effective and informed use of all resources is made.

I look forward to progressing this strategy as a collaborative project working with our communities, partner service providers and oversight bodies. Its implementation, through the activities which will be detailed in the three associated annual policing plans, will result in a better organisation in which to work and an organisation that provides the standard of public service demanded of us.

Drew Harris  
Commissioner

# STRATEGY IMPLEMENTATION

## **How will this strategy be achieved?**

This strategy will be achieved across three years through implementing annual policing plans. Each policing plan will contain the commitments, initiatives and targets to be achieved during that year that will contribute to the achievement of the strategic outcomes set out in this document. The annual policing plan will be used to develop local policing plans at district and divisional level which will ensure that the whole organisation is focused on the achievement of the strategy.

## **How will performance be monitored and assessed?**

Internal governance of this strategy and associated policing plans will be undertaken by the Garda Síochána Executive and Senior Leadership Team. The Executive will routinely monitor performance against plans, allowing it to respond quickly where performance goes off track. The Performance and Accountability Framework (PAF process) will be used to monitor implementation of plans at regional, divisional and district level. Divisional policing plan performance will also be discussed with local Joint Policing Committees.

An Garda Síochána will report publicly on its performance through its annual reports and its monthly reports to the Policing Authority. External oversight of this strategy and associated policing plans will be undertaken by the Policing Authority in line with their statutory remit. External oversight of security-related matters will be conducted by the Department of Justice and Equality.

# STRATEGY IMPLEMENTATION

## How will success be measured?

Successful performance over the strategy period will be measured against the strategic outcomes listed in each chapter of this document. The annual policing plans will contain a mix of measures against which annual performance will be assessed.

A sustained improvement in the following KPI's will be achieved through the initiatives undertaken in each of the three policing plan periods:

### *An Garda Siochana (AGS) Public Attitudes Survey Indicators:*

Increased: Proportion of respondents who report: AGS listen to the concerns of local people

Increased: Proportion of respondents who report having a medium to high trust in AGS

Increased: Proportion of respondents who state Gardaí in the area treat everyone fairly regardless of who they are

Increased: Proportion of respondents who state AGS is well managed

Increased: Proportion of respondents for whom fear of crime has no impact on quality of life

Increased: Proportion of respondents who are aware of Garda patrols

Increased: Proportion of respondents who perceive AGS as effective in tackling crime Crime

Increased: Proportion of respondents who perceive AGS as community focused

Increased: Proportion of respondents who report satisfaction with local Garda Service

Increased: Proportion of victims who are quite satisfied or very satisfied with how AGS handled their case

Reduced: Proportion of respondents who perceive crime as a serious or very serious problem locally

Reduced: Proportion of respondents who perceive AGS do not deal with things that matter in the community

### *Other Indicators:*

A reduction in 'Crimes against the Person' and 'Crimes against Property'

A reduction in serious injuries and road deaths

Evidence of enhanced employee engagement demonstrated through a new cultural audit in 2021

# GARDA SÍOCHÁNA MISSION & STRATEGY 2019 - 2021

## OUR PEOPLE - OUR GREATEST RESOURCE

Continuous Professional  
Development

Strong Visible  
Leadership

Employee  
Wellness

Resource  
Deployment

### COMMUNITY POLICING

Partnership Development  
Protecting the Vulnerable  
Listening & Responding  
Visible Policing

### PROTECTING PEOPLE

Reducing Crime & the Fear of Crime  
Information-led Policing  
Investigation Standards  
Supporting Victims  
Road Safety

National Security  
International Co-operation  
Security & Intelligence Capacity

### A SECURE IRELAND

Technology  
Data Quality  
Communication  
Operating Model  
Governance, Accountability &  
Transparency

### TRANSFORMING OUR SERVICE

Human Rights Strategy

A Learning Culture

Equality and Ethics

## A HUMAN RIGHTS FOUNDATION

**KEEPING  
PEOPLE SAFE**

# 1. COMMUNITY POLICING

## **Organisational Objective 2019 - 2021:**

Agree, communicate, resource and implement a new approach to community policing

## **An Garda Síochána will:**

1. Agree, implement and evaluate a community policing framework through which a visible, responsive problem solving approach to service provision can be delivered
2. Engage with communities and stakeholders, listening to and understanding their policing needs and working in partnership to address them

## **Strategic Outcome:**

1. A renewed approach to community policing, agreed, understood and implemented
2. Visible, responsive policing services tailored to community needs, which can be accessed by all of our diverse communities\*

\*measured through the Public Attitude Survey



## 2. PROTECTING PEOPLE

### **Organisational Objectives 2019 - 2021:**

Protecting people from crime

Keeping people safe on our roads

### **An Garda Síochána will:**

1. Enhance our strategic crime management and coordination capacity, leveraging our improving data to enhance information-enabled policing
2. Reduce crime and the fear of crime through multi-agency diversion activities, providing crime prevention advice and responding to evolving threats (including cyber crime)
3. Confront those involved in organised crime, working with partner agencies to deprive criminals of the proceeds of crime
4. Improve our investigative response to crime including our forensic capacity, developing standards to ensure an appropriate response to all crime incidents
5. Provide victim-focused services, establishing a network of Divisional Protective Services Units to ensure crimes against the most vulnerable are prioritised
6. Contribute to the Government Road Safety Strategy; working in partnership on education, and targeting enforcement activities to reduce deaths and serious injuries
7. Disrupt the use of our roads by criminals through focused enforcement of road traffic legislation

## 2. PROTECTING PEOPLE (CONTINUED)

### Strategic Outcomes:

1. An agile police service, responsive to the changing nature of crime, informed at local and national level by quality and timely data and intelligence
2. A reduction in both crime and the fear of crime
3. A consistent approach to crime investigations, leading to improved criminal justice outcomes
4. A victim-focused policing service, supportive of all vulnerable service users, implementing our statutory obligations to victims
5. Highly visible roads policing, providing effective enforcement and deterrence
6. Safer roads demonstrated by a reduction in people killed and a reduction in people injured

# 3. A SECURE STATE

## **Organisational Objective 2019 - 2021:**

Maintain state security

## **An Garda Síochána will:**

1. Ensure the security of the State, managing all possible threats, including but not limited to the threat of terrorism
2. Enhance our intelligence capability
3. Collaborate with our partners, contributing to national and international security

## **Strategic outcomes:**

1. A secure state
2. An enhanced capacity to manage intelligence
3. More effective engagement with our international partners

# 4. A HUMAN RIGHTS FOUNDATION

## **Organisational Objective 2019 - 2021:**

Human rights and ethical behaviour as the foundation upon which we will deliver policing services

## **An Garda Síochána will:**

1. Build a human rights infrastructure to enhance An Garda Síochána's understanding, knowledge, training, policy and service delivery capacity
2. Commence the process of embedding human rights and ethical behaviour into policing, commencing with a focus on our engagement with vulnerable criminal justice service users

## **Strategic outcome:**

1. The development and implementation of a new human rights approach to policing service provision
2. The Code of Ethics understood and lived by all personnel

# 5. OUR PEOPLE - OUR GREATEST RESOURCE

## **Organisational Objective 2019 - 2021:**

Invest in our people, our greatest resource, providing continuous professional development

## **An Garda Síochána will:**

1. Engage, support and listen to our people, providing continuous professional development
2. Implement our People Strategy to ensure the right people are in the right roles, working at the right places at the right times
3. Develop our leadership capacity and provide strong visible leadership
4. Develop a learning culture, underpinned by honesty, integrity, openness and a respect for diversity
5. Encourage and recognise excellent work, enhancing performance
6. Address underperformance and unethical behaviour
7. Support the health and wellness of our people

## **Strategic outcomes:**

1. Recruitment, diversity, training, deployment and development of our personnel, guided by our People Strategy
2. A committed workforce who feel supported and who identify the value they add through their work
3. A workplace culture that encourages honesty, openness and learning

# 6. TRANSFORMING OUR SERVICE

## **Organisational Objective 2019 - 2021:**

Restructure our organisation and transform how we deliver our services

## **An Garda Síochána will:**

1. Provide more efficient, effective and responsive services through implementing 'A Policing Service for the Future'
2. Restructure our organisation and enhancing productivity through a new Garda Síochána Operating Model
3. Increase public confidence through stronger accountability, transparency and more effective internal governance
4. Enhance our communications capacity and output to better reach and engage our people and the public we serve
5. Rebuild confidence in our data, through accurate recording and governance
6. Invest in technology, including mobile technology, to enable a more effective and efficient policing service

## **Strategic outcomes:**

1. A transformed service providing consistent, efficient and effective policing services, delivered primarily at divisional level
2. Policing services supported by modern information and communications technology, including mobile technology
3. Enhanced confidence in policing and in our performance-related data