



# An Garda Síochána Policing Plan 2022





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# Foreword

The Policing Plan 2022 represents the first of three annual plans that will give effect to An Garda Síochána Strategy Statement 2022-24. While we recognise that 2021 was overshadowed by the Covid-19 pandemic we remain focused on our organisational objectives and our goal of keeping people safe. The commitment and dedication demonstrated throughout the organisation in 2021 is testament to our strong relationship with the community.

The focus of the Policing Plan 2022 is on community policing and on preventing and detecting crime. We will continue to proactively engage with vulnerable and minority communities to better understand their needs. An Garda Síochána will achieve this through the roll-out of the Community Policing Framework, engaging with the diversity fora, localised public attitude surveys and an increased social media presence. We will

work with local communities and other stakeholders to further develop community safety partnerships, to assist our understanding of local issues and to provide the appropriate response.

Through the Operating Model, our goal is to create more effective and efficient administration structures, and maximise the number of Gardaí available for operational duties. An Garda Síochána will continue to incorporate human rights and cultural awareness into policy and training at all levels of the organisation.

Continued investment in enhancing our ICT, finance and human resources capacity is central to delivering policing outcomes on the ground and we remain committed to that. New advances in digital supports, analytics and data gathering are assisting us to develop our mission. Being at the forefront of

# Foreword



modern systems, technology and operational innovations helps ensure the community is protected and served.

An Garda Síochána will continue to build on the supports available for vulnerable victims of crime. The ongoing development of the Divisional Protective Services Units in the Policing Plan 2022 will provide a deeper understanding and definition of incidents, and their outcomes for victims. This will assist An Garda Síochána to develop strategies, responses and training, and continue to build confidence in reporting and incident detections.

The trust built between the community and An Garda Síochána is at the heart of the service we provide. This has been a guiding principle for An Garda Síochána during the Covid-19 pandemic. The Policing Plan 2022 is a living document which will require flexibility and resilience due to the ongoing

challenges imposed by the Covid-19 pandemic. We will continue to embed our Code of Ethics, and develop an integrated Equality, Diversity and Inclusion Strategy, and carry out a new Cultural Audit Survey to continue the growth and development of An Garda Síochána.

Whilst there is still a degree of uncertainty in the immediate future, I am confident that we are well placed to deliver on our goal of keeping people safe in 2022.



**JA Harris**  
Commissioner  
An Garda Síochána



# Strategic Overview 2022 - 2024

## Pillars



Community



Tackling Crime & Preventative Policing



Victims & the Vulnerable



Protecting the Security of the Irish State



Sustainable Change & Innovation

## Enablers



People & Purpose



Partnerships



Engagement



Empowerment & Trust



Information-Led Policing



# Pillars



# Community

Continue to **strengthen connections** with communities, **working in partnership** to keep people safe

## Strategic Priorities 2022-24

Enhance and identify new accessibility pathways and community engagement opportunities through the continued development and application of community policing principles.

Continue to work with national and local level partners, supporting community safety and engagement.

Develop a visible, responsive approach to problem solving with communities through the rollout of the Community Policing Framework.

## How will we achieve this in 2022?

1.1

Develop a proactive approach to problem solving with communities through the review and continued rollout of the Community Policing Framework.

1.2

Strengthen engagement with vulnerable and minority communities to better understand their needs.

1.3

Continue to support people reporting Hate Crime by increasing awareness within An Garda Síochána and affected communities.

1.4

Continue to combat drug trafficking and the harm caused by drug dealing in communities.



# Tackling Crime & Preventative Policing

Proactively **anticipating** and addressing crime, including new and **emerging crime trends**, utilising effective information-led policing approaches

## Strategic Priorities 2022-24

Address current and emerging crime trends, promoting proactive crime prevention in our communities.

Proactively address organised crime, regardless of its digital or physical origin.

Implement cohesive and consistent approaches within An Garda Síochána to strengthen our capacity to identify and disrupt new and emerging crime trends, recognising the varying complexities of crime in private, rural and urban environments.

Improved capacity and capability to address crime at all levels through further inter-agency collaboration, strengthening relationships with internal, national and international stakeholders and exploring new partnership opportunities.

## How will we achieve this in 2022?

2.1 Deliver proactive, intelligence-led responses to volume crime.

2.2 Address recent increases in fraud and cyber-enabled crimes.

2.3 Complete and review the pilot of the National Criminal Intelligence Framework and the Serious Organised Crime Threat Assessment and develop a plan for continued roll out.

2.4 Proactively disrupt Organised & Serious Crime.





# Victims & the Vulnerable

Reducing harm **by promoting and protecting** the dignity and **Human Rights** of **victims and all vulnerable persons** interacting with An Garda Síochána

## Strategic Priorities 2022-24

Identify, engage and assist those at higher risk of violence or crime, increasing confidence in reporting.

Support multi-disciplinary partnerships, understanding the needs of victims and the vulnerable to collaboratively identify and provide appropriate supports.

Ensure a consistent approach to the provision of supports and services for vulnerable people interacting with An Garda Síochána, protecting their human rights.

Continue to promote and enforce responsible behaviours on our roads, reducing risk to vulnerable users through targeted prevention and intervention activities, working in partnership with the Road Safety Authority.

## How will we achieve this in 2022?

3.1

Improve our capability to support victims of domestic violence, including coercive control, with particular focus on building on the progress achieved under Operation Faoiseamh and the rollout of the Divisional Protective Services Units.

3.2

Embed the implementation of a system of outcomes-based measurement for sexual offences, in addition to standard statistical reporting of crime.

3.3

Ensure appropriate supports are provided to victims and vulnerable people interacting with An Garda Síochána, considering independent recommendations, internal and external feedback.

3.4

Continue to promote and enforce responsible behaviour on our roads working in partnership with the Road Safety Authority and partner agencies.

# Protecting the Security of the Irish State



**Protecting the Security of the State** and its people from terrorism and threats detrimental to its vital interests

## Strategic Priorities 2022-24

Strengthen our capacity to identify and respond to current and emerging threats recognising our role in preserving and protecting the security of the Irish State.

Maintain our strong relationships with policing and security partners to proactively contribute to State and international security.

Cohesive intelligence collection, analysis and sharing capabilities to effectively and efficiently identify and react to threats.

## How will we achieve this in 2022?

4.1

Strengthen Security and Intelligence capability through continued implementation of the Security & Intelligence Operating Model and roll out of new technical capacity.

4.2

Maintain preparedness for Major Emergencies through continued participation in Major Emergency Management interagency structures and promoting awareness of MEM in An Garda Síochána.

4.3

Continue to conduct intelligence-led operations, working in partnership with domestic and international agencies where appropriate, to proactively identify and disrupt terrorism and the activities of hostile actors.

# Sustainable Change & Innovation



Inspiring and sustaining a culture of **continuous improvement**, enhancing **innovation** and responsiveness to change

## Strategic Priorities 2022-24

Enhance overall change capacity and capability across the organisation, supporting a culture of innovation.

Be at the forefront of addressing emerging crime types through adopting and adapting the latest policing methods.

Embed an outcomes focused approach to change and innovation, building on the benefits of transformation realised.

Bring a environmentally sustainable approach to what we do.

## How will we achieve this in 2022?

5.1

Enhance change capacity and capability in An Garda Síochána through the implementation of the change management capacity building plan.

5.2

Develop and implement the An Garda Síochána innovation strategy, aligning to the Public Sector Innovation Strategy.

5.3

Develop the capacity of An Garda Síochána to strategically manage resources.

5.4

Develop a 3 year Garda environmental sustainability plan, building on progress already made, to achieve targets under the government climate action and environment plan.



# Enablers





# People & Purpose

An Garda Síochána values being a **people focused organisation**

## Priorities 2022-24

Enhance a workplace culture that includes, supports and values all personnel.

Foster and embrace diversity whilst attracting and recruiting personnel into the organisation.

Develop a forward-looking people strategy, supporting and adapting to shifts in ways of working.

Develop enhanced and more efficient ways of enabling learning, development and information-sharing throughout the organisation.

Adopt and implement initiatives to support health and wellbeing and employee engagement across the organisation.

## How will we achieve this in 2022?

E1.1

Enhance our Human Resources capacity, developing a strategic workforce plan to support us in realising our future workforce needs.

E1.2

Promote the development of a workforce which is reflective and representative of the diverse communities of Ireland.

E1.3

Continue to roll out Health and Wellbeing Strategy initiatives.

E1.4

Develop and implement a Training, Learning and Development Strategy, supporting our personnel in succeeding in their roles.



# Partnerships

Engage and sustain strategic, **collaborative partnerships** to continually strengthen our knowledge, service and effectiveness

## Priorities 2022-24

Developing strategic partnerships at all levels to drive effective and measurable outcomes for the communities we serve.

Support collaboration, nationally and internationally, strengthening links and cooperative working.

Enhance our capabilities by exploring and developing partnerships with specialists, thought leaders, universities and research hubs.

## How will we achieve this 2022?

**E2.1** Ongoing engagement with partners to continue to develop multi-disciplinary approaches.

**E2.2** Explore collaboration with specialists and thought leaders, universities and research hubs to strengthen our service and effectiveness.

**E2.3** Maintain ongoing co-operation with U.K. Law Enforcement Agencies in line with the parameters set out in the E.U. U.K. Withdrawal Agreement with particular emphasis on close cooperation with the Police Service of Northern Ireland.



# Engagement

Develop clear **two-way communication** and engagement through new and existing channels

## Priorities 2022-24

Build upon existing communications capabilities and explore new approaches, including digital options.

Strengthen our approach to internal and external engagement, listening and responding to the diverse needs of our people and communities.

Conduct a follow up Cultural Audit, listening to our personnel, adopting learnings and responding with visible actions.

## How will we achieve this in 2022?

E3.1

Continue to strengthen two-way engagement with national and local level partners, listening to and understanding the needs of our communities.

E3.2

Increased use of the Public Attitudes Survey to enhance our understanding of how our work is perceived by the communities we serve, developing appropriate responses.

E3.3

Conduct a Cultural Audit within An Garda Síochána, assessing and responding to its results.



# Empowerment & Trust

Foster a culture of empowerment and trust, rooted in **integrity and the protection of Human Rights**

## Priorities 2022-24

Promote and champion An Garda Síochána values within and outside of the organisation, having cognisance to our obligations under Section 42 of the Irish Human Rights and Equality Commission Act 2014.

Empower our personnel, providing them with effective processes, appropriate tools, and placing the Code of Ethics and human rights at the core of their decision making.

More efficient and effective processes to support management and front line operations in providing a consistent and effective service, recognising the significant financial investment in An Garda Síochána.

## How will we achieve this 2022?

E4.1

Continue to enhance professionalism amongst An Garda Síochána personnel, embedding human rights and ethical decision-making.

E4.2

Enhance the Garda Anti-Corruption Unit to continue to promote integrity and professionalism across its business areas.

E4.3

Establish a centralised process to track the implementation of independent recommendations.

E4.4

Continue the roll out of the new An Garda Síochána Operating Model.





# Information-Led Policing

Cultivate an **information-led service**, using data and technology to drive efficiencies, effectiveness and decision-making

## Priorities 2022-24

Create an information and technology ecosystem, increasing our capacity to provide consistent information across all levels of An Garda Síochána.

Create a culture which recognises the central importance of data as an organisational asset, managing it in an ethical manner.

Modernise and scale An Garda Síochána integrated core technology platforms with minimum disruption to the operation.

## How will we achieve this 2022?

E5.1

Continue to realise the An Garda Síochána Information and Communications Technology Vision through the implementation the 2022 ICT Roadmap.

E5.2

Improve the consistency of our data by operationalising the data quality process.

E5.3

Enhance the capabilities of Garda mobility devices by developing further applications and expanding their use.



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