



An Garda Síochána
Ireland's National Police Service

STRATEGY STATEMENT

JULY 2016-2018



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COMMISSIONER'S MESSAGE

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An Garda Síochána's Strategy Statement outlines our main priorities in protecting and supporting communities over the next two and a half years.

For the first time, our Strategy Statement has been developed with the direct input of the Policing Authority, which is very welcome. It has also been formed based on consultations with a wide range of stakeholders including communities and our own people. I would like to thank them all for their valuable contributions.

It takes on board the lessons we have learnt from the numerous reports into the organisation over recent years and is informed by our Modernisation and Renewal Programme 2016-2021.

The Strategy outlines how we are going to become a beacon of 21st century policing and security.

It will make a real difference to the communities we serve, the State and our own people across the key areas of national and international security; confronting crime; community engagement and public safety; roads policing; and organisational development and capacity improvement.

In implementing this Strategy, we will ensure we live up to our values of service, honesty, accountability, respect, professionalism and empathy.

There will be a renewed Garda culture that will result in a police service that is professional, accountable to and representative of the people it serves, performance-driven with clear governance and oversight structures internally and externally. It will be one of openness, transparency and accountability.

We will continually evolve and innovate to protect our country and its people by using advanced technology and intelligence-sharing.

Crime prevention is now our number one policing priority with a focus on high visibility patrolling, targeting criminals and preventing crime from happening.

We will ensure each and every crime is professionally investigated by highly trained investigators using the latest ICT and forensic systems from crime scene to Court.

We will continue our work in keeping our roads safe and protecting lives through high visibility enforcement, working in partnership and having a strong focus on stopping criminals from using the road network.

Working with the community and being part of the community has been one of our major strengths. We will enhance that partnership approach to deliver a policing service suited to each community's needs.

We will ensure our people have the right skills, tools and supports they need to do their jobs effectively. We will provide them with the leadership, guidance and support to deliver this Strategy.

We will implement strong governance structures that will delegate responsibility and accountability throughout the organisation.

This will be a process of continual improvement. We might not get everything in this Strategy right for the first time. But we will listen and learn, improve and measure, and, then if needed, strengthen further and measure again.

We know that we cannot do this alone. Productive partnerships will be critical. We will collaborate closely with our partners in the public and private sectors and in academia across a wide range of areas to prevent and detect crime, and enhance the nation's security.

Successful delivery of this Strategy will require sustained State investment. It will also need the support of our critical friends such as the Policing Authority.

This Strategy will help ensure An Garda Síochána provides highly effective and professional policing and security services with the trust, confidence and support of the people we serve.

Commissioner Nóirín O'Sullivan

VISION, MISSION AND VALUES

OUR VISION

To be a beacon of 21st century policing and security

OUR MISSION

To deliver professional policing and security services with the trust, confidence and support of the people we serve

OUR VALUES

Service

Delivering pro-active, responsive and impartial policing and security services

Honesty

Being honest, ethical and adhering to the principles of fairness and justice

Accountability

Accepting individual responsibility and ensuring public accountability

Respect

Having respect for all people, their human rights and their needs

Professionalism

Providing a professional policing service and security to all communities

Empathy

Demonstrating empathy through the human qualities of compassion, understanding and tolerance



NATIONAL & INTERNATIONAL SECURITY



In the face of evolving and dynamic security related challenges, especially relating to terrorism and terrorist financing, An Garda Síochána must continually innovate to protect our country and its people. We recognise and will continue to address the threats posed by domestic terrorism and by the globalisation of terrorist activity. We are acutely aware of the phenomenon of European citizens travelling to conflict zones to participate in terrorist acts and of the potential threat posed on their return home. We are also aware of developments in cyber security and the potential threat posed by self-radicalised individuals or 'lone-wolves', whatever their motivation.

Our counter-terrorism strategies will be enhanced to address the new challenges. This will include outreach and awareness at all levels of policing with community and partner groups, with a focus on prevention, meeting strategic challenges, information and intelligence sharing and enforcement. A key pillar of all strategies aimed at protecting our national security, is the strengthening of relationships with national and international security and law enforcement partners. We will continue to plan for major emergencies with our partners and ensure, through training and risk assessment that we are prepared to respond in a timely and effective manner should a major emergency arise.

We will:	We will do this by:	Success will be measured by:
<p>Protect the State and the people against terrorism in all its forms and other threats to the State's security</p> <p>Actively contribute to international security</p> <p>Ensure that we are fully prepared for any major emergency situation that may arise</p>	<p>Conducting investigations into the financing of terrorist activities</p> <p>Developing and implementing new intelligence based analytical systems, to proactively measure the threat posed by terrorist groups</p> <p>Continuing and improving our focus on intelligence management and pre-emptive security operations</p> <p>Collaborating with our security partners and building on a successful record of co-operation with the Police Service of Northern Ireland and international security services</p> <p>Developing our cyber security and cyber crime strategies to enhance our ability to prevent and respond to cyber security incidents</p> <p>Working collaboratively with minority groups to enhance already strong relationships and to mitigate threats posed by extremism</p> <p>Deterring potential terrorist attacks from occurring, through a range of policing and security measures including the use of advanced policing and intelligence analytics</p> <p>Ongoing planning, risk assessment and operational preparation for major emergencies in conjunction with major emergency management partners</p>	<p>The provision of regular threat assessment updates and briefings to the Minister for Justice and Equality, and to the National Security Committee, on all security related matters</p> <p>The translation of intelligence into evidence and bringing suspects before the courts on criminal charges</p> <p>The prevention of terrorist acts taking place by disrupting and dismantling terrorist groups, terrorist financing and support networks</p>

Expected Outcome: A safe and secure state in which to live, work, visit and invest

¹ The Garda Síochána (Policing Authority and Miscellaneous Provisions) Act 2015 defines security services as protecting the security of the state including, but not limited to, the following: domestic terrorism; international terrorism; global security and related international co-operation; subversion of parliamentary democracy or institutions of the state; and espionage, sabotage and acts of foreign interference.

CONFRONTING CRIME

Preventing crime will be the number one policing priority of An Garda Síochána. An ethos of preventing crime will be at the forefront of every aspect of our work from our daily briefing to our coordinating and tasking plans. Crime prevention will be a key strand of all our anti-crime strategies.

The focus of our operations will be on high visibility patrolling, targeting criminals and preventing crime from happening. We will work closely with our partners to reduce opportunities for crime and re-offending. We will provide impactful and engaging crime prevention advice. From the moment a crime is reported to when it is before the court, we will have highly trained investigators using the latest systems to ensure the professional investigation of every crime.

An Garda Síochána and the Police Service of Northern Ireland have a long and successful record of co-operating to combat cross-border crime. This co-operation will continue to be pivotal in tackling criminal activity with a cross-border dimension, whatever its source or motivation. Serious and organised crime poses a substantial challenge to the public good and the peace on which civilised living depends. We have recently strengthened our ability to combat the threat of organised crime through the establishment of a consolidated Drugs and Organised Crime Bureau (DOCB) which will proactively target those involved in organised crime groups.

We are committed to addressing criminal activity at all levels of society; increasing victim satisfaction and the reporting of sexual crimes; reducing crime rates and increasing detections.

We will:	We will do this by:	Success will be measured by:
Focus on preventing crime from happening; putting victims at the heart of the Garda service and implementing a renewed approach to crime investigation	<ul style="list-style-type: none"> Implementing a comprehensive crime prevention strategy nationally Providing a professional service to victims, addressing their needs and expectations with empathy while monitoring their satisfaction levels to inform and guide our response Supporting victims of sexual crime and implementing national action plans in collaboration with partner agencies Improving our initial response to reported crime and our management of investigations from the moment a crime is reported to the time it is brought before the court Implementing the EU victims directive Targeting of Organised Criminal Groups (OCG's) and individuals involved in criminality through intelligence-led operations Developing and implementing new systems to proactively measure the threat posed by OCG's Designing and implementing a revised approach to offender management including youth offenders and recidivist offenders through inter-agency partnerships 	<ul style="list-style-type: none"> Reductions in crime Increased detections Increased victim satisfaction Increased reporting of sexual offences Evidence based reporting framework implemented to assess the impact on OCGs Systems developed

Expected Outcome: Enhanced feelings of safety in our communities; increased victim satisfaction; and reductions in crime

ROADS POLICING

The preservation of life is a key priority for An Garda Síochána. Keeping our roads safe helps protect lives and reduce serious injuries. Working in partnership with other agencies and with the public, road deaths have been reduced and many lives saved. However, we all need to do more to ensure that Ireland has the safest roads in Europe.

An Garda Síochána will continue to work to reduce the number of fatalities and serious injuries on Irish roads in line with the Government's Road Safety Strategy 2013-2020 of matching the best performing road safety countries in Europe.

We will achieve these objectives through high-visibility enforcement of road traffic and road transport legislation, conducting collision analysis and implementing targeted intelligence-led operations. We will also explore new measures with partner agencies in relation to driver

compliance and work with them in the promotion of a safe and crime-free road network.

We will enhance our use of Automatic Number Plate Recognition (ANPR) technology, comparing vehicle details against database records to effectively reduce road casualties, prevent and reduce crime, increase detection rates and develop our intelligence led policing capabilities.

The function of the Garda Traffic Corps will be redeveloped to encompass more roads policing functions. It will become the Garda Roads Policing Unit. Working with non-traffic personnel, it will work to deprive criminals the use of the road network and to implement an enhanced safety programme in association with the Road Safety Authority and other external stakeholders.

We will:	We will do this by:	Success will be measured by:
Adopt a cross-organisational approach to promote and enforce public safety on our road network and deny its use for criminal activity	<ul style="list-style-type: none"> Working in partnership with other agencies including the Road Safety Authority, Transport Infrastructure Ireland and Road Safety Officers in local authorities to promote and enforce road safety Emphasising traffic enforcement that can reduce deaths and serious injuries on our road network Confronting dangerous road-user behaviour through public presence, legislative enforcement, education and partnership Increasing our use of technologies and analytical tools to develop and implement plans to reduce the occurrence of road collisions; and the use of our roads for criminal activity Expanding the Fixed Charge Processing System including penalty points Strengthening and redeveloping the Traffic Corps to tackle all forms of criminality on our road network 	<ul style="list-style-type: none"> Reduced fatal and serious collisions Increased Garda visibility on our roads Increased detections of a range of offences that contribute to fatalities and serious injuries on our roads Implementation of an ANPR strategy

Expected Outcome: Enhanced road safety and reduced opportunities for criminal use of our road network

COMMUNITY ENGAGEMENT AND PUBLIC SAFETY

Working with and being a part of the community is one of our major strengths as a police service. We want to build on that to continue to protect and support communities through committed and active collaboration. We will place strong emphasis on crime prevention initiatives we operate with community groups. We want every Garda, civilian and reserve member to make a connection with their local community, to develop an understanding of its needs and how we, with our strategic partners, can make it better.

Fear of crime can significantly impact on quality of life and for some people that fear can be greater than for others. It is our aim to reduce the fear of crime through prevention, targeted victim support, and providing professional intelligence-led,

technology enabled investigations. We will seek to provide greater assurance to communities through high visibility policing, developing and maintaining strong links with communities and using proven evidence-based interventions, including hot-spot patrolling and targeted local and national operations.

We will ensure that every Garda, civilian and reserve member treats all members of society with respect and that the engagement is helpful and meaningful. We will win the trust and confidence of all communities and enhance the level of service they receive from An Garda Síochána. A new model of policing will bring us even closer to the people we serve, reduce crime rates and associated costs; and enhance Ireland's reputation as a place in which to do business and visit.

We will:	We will do this by:	Success will be measured by:
Promote and embed a new community policing ethos across An Garda Síochána to enhance trust and confidence and to ensure a visible, accessible and responsive service	<ul style="list-style-type: none"> Building a new community policing ethos where every Garda, civilian and reserve member regardless of their rank or grade, considers service to the community a core function Fully implementing a performance appraisal process to include an assessment of the contribution of each Garda member to community engagement and public safety Providing accurate, timely and engaging information to the public through a variety of media channels Building trusting relationships with local communities, in particular minority and diverse groups and increasing opportunities for positive engagement with younger people Finding new ways of engaging with communities to provide tailored crime prevention advice and guidance Using pre-emptive, intelligence-led operations, including hot spot and high visibility patrolling Strengthening the working relationship between the Policing Authority, Joint Policing Committees and local Garda management to improve responsiveness to community concerns 	<ul style="list-style-type: none"> Increased Garda visibility Reduced fear of crime Equality of treatment irrespective of background Increased awareness of crime prevention

Expected Outcome: A reduction in the proportion of people who have a fear of crime and an increase in the proportion of people (and in particular victims) satisfied with the service provided to them

ORGANISATIONAL DEVELOPMENT AND CAPACITY IMPROVEMENT

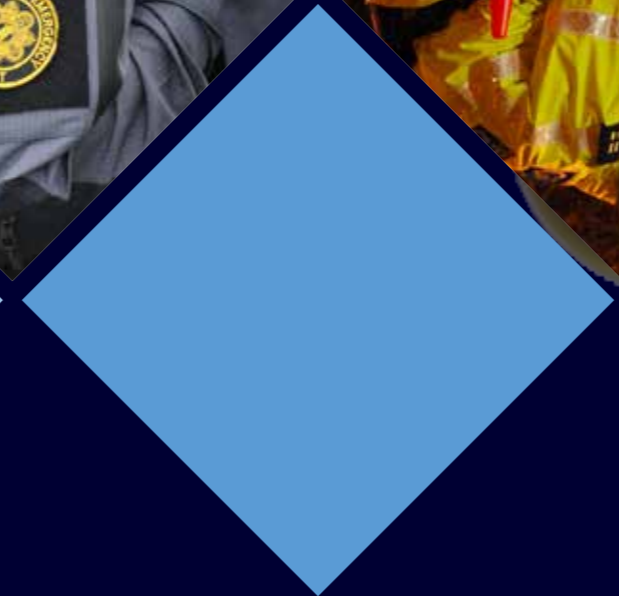
A renewed Garda culture will result in a policing and security service that is accountable to and representative of the people it serves, performance-driven with clear governance and oversight structures internally and externally. Central to maintaining an effective democracy is a professional policing and security service with robust governance practices and structures. This will lead to an improved service to the public and result in enhanced community safety and increased trust and confidence in An Garda Síochána. The dedication and commitment of Garda, civilian and reserve members will be key to transforming and professionalising An Garda Síochána into a world class policing and security service. We will provide our people with the right tools, guidance and support, appropriate training and development, and the leadership to do their jobs effectively. We will uphold and protect human rights for all. A professional human rights based policing service will be of immense benefit to society and help grow the

country's reputation as a safe and welcoming place for people to live, work, visit and invest in. The modernisation and renewal programme will be delivered over the next five years. Some initiatives will be implemented in the short to medium term while others will require a number of years to implement. The programme is designed to be agile and plans will be adjusted based on consultation with our partners or the emergence of new challenges. The key themes of the programme encompass the totality of the recommendations of the various inspections, audits and Commissions of Investigation into An Garda Síochána and progress in relation to these themes will be reported on a regular basis. The mechanisms for change are in motion and we are committed to ongoing measurement to establish that we are professionalising our service, improving performance, reducing bureaucracy, empowering our workforce and demonstrating empathy, honesty, accountability, and respect at every interface, internally and externally.

We will:	We will do this by:	Success will be measured by:
Professionalise, modernise and renew An Garda Síochána to meet with the changing demands and expectations of communities; and emergent security and policing challenges	<ul style="list-style-type: none"> Encouraging employees to bring forward any ideas or concerns they may have and ensuring they are listened to and supported Supporting the Policing Authority in developing a Code of Ethics and together with our core values embedding it comprehensively throughout the organisation Introducing an effective governance structure and framework and inculcating risk management into our organisation's culture and developing the maturity of our risk management approach Transforming our approach to calls for service, investigating and managing crime professionally using well trained people and up-to-date intelligence and technology Ensuring that technology initiatives included in our new five year technology plan are fully embedded in the services our members deliver to communities Addressing training and development needs of our employees and ensuring we have the right skills, equipment and infrastructure to effectively deliver the wide range of services expected of us Reviewing and analysing all reports from third parties relevant to the Garda Síochána 	<ul style="list-style-type: none"> Scheduled implementation of Modernisation and Renewal Programme initiatives and the provision of regular reports and updates to the Department of Justice and Equality; and the Policing Authority Increased capability amongst members of An Garda Síochána A detailed benefits analysis Independently conducted staff culture audit Evidence of timely response to third party recommendations

Expected Outcome: A modern and renewed organisation delivering professional and accountable services, as a beacon of 21st century policing and security

MODERNISATION AND RENEWAL PROGRAMME 2016-2021



CLAR NUACHÓIRI RÍÚCHAIN AGUS ATHNUACHANA 2016-2021

