



POLICING PLAN 2021



POLICING PLAN 2021

Forward

The 2021 Policing Plan represents the third and final stage in the implementation of An Garda Síochána's Strategy Statement 2019 – 2021.

When our strategy was drafted no one could have anticipated the events of 2020. Yet our strategy has, throughout the year, remained our North Star in defining our mission and objectives. The many organisational development objectives that we set then are now translating into policing outcomes that deliver on our mission of keeping people safe. While there is, of course, some way to go, we are making good progress.

We remain resolutely focused on preventing and detecting crime, and providing services to victims of crime, particularly those who are most vulnerable. The investment we have made in enhancing our capacity and capability are now delivering results and we will build on this.

The rollout of our network of Divisional Protective Services Units to all Divisions has enhanced our provision of a professional services to those impacted by sexual crime and domestic abuse. This will be supplemented by a range of important measures focused on developing the excellence of the service in this most important area. In particular, we are committed to maintaining into 2021 the focus we have brought to supporting victims of domestic abuse.

We will continue to build on our efforts to confront organised crime; degrading their capacity through seizure of firearms, illegal drugs, cash and other assets. Bringing these criminals to justice through our detection and prosecution efforts will remain a paramount objective. We will take specific measures to tackle the pernicious scourge of drug dealing and drugs related intimidation. We will also invest in our capacity to address more complex and evolving areas of criminality such as cyber and economic crime.

The greatest asset of An Garda Síochána is its people. Embedding our Code of Ethics in the organisation will reinforce the importance of professional and respectful interaction with the public and also with each other. Through a new Health & Wellbeing Strategy, Diversity and Inclusion Strategy, and addressing findings of a new Cultural Audit, we will create a more compassionate workplace rooted in fairness and equality.

Continued investment in enhancing our ICT, Finance and Human Resources capacity is crucial to delivering policing outcomes on the ground and we remain committed to that. New advances in digital supports, analytics and data gathering are already demonstrating their worth in delivering on our mission. Being at the forefront of modern systems, technology and operational innovations helps ensure the community is protected and served.

We remain committed to the roll-out of our new Operating Model. In 2021, the Business Services and Performance Assurance functional areas will be fully delivered. Enhancing the capacity of these important functions at Divisional and national level remains vital to delivering frontline policing.

We reaffirm our commitment to our public sector duty obligations under section 42 of the Irish Human Rights and Equality Act 2014. This will be done through the measures in this plan related to human rights and equality, diversity and inclusion.

While COVID-19 may have defined 2020, An Garda Síochána's response was defined by its members, staff and reserves; all of whom contribute to the delivery of policing at the frontline.

The commitment, dedication and empathy demonstrated throughout the organisation last year have been a significant source of personal pride for me as Garda Commissioner. We have again demonstrated that our tradition of policing by consent and strong focus on community policing rightly remains at the heart of our philosophy. We have built on our relationship with the community, and the innovations and agility employed to protect the most vulnerable in society are bedrocks on which we will move forward.

While the immediate future may still be uncertain, I enter 2021 confident that we are well placed to deliver on our important mission of keeping people safe.

Drew Harris
Commissioner





POLICING PLAN 2021

Community Policing: Strategic Statement (2019-21)

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

2021 Objectives

We Will Achieve This By:

1.1 Enhance community engagement and public safety

- 1.1.1 Working proactively with partners agencies to identify risk and the vulnerable in the community
- 1.1.2 Rolling out the Community Policing Framework in a further 8 Divisions
- 1.1.3 Working with the Department of Justice in piloting Local Community Safety Partnerships in 3 Divisions (Dublin North East Inner City, Waterford, Longford) as measured by the level of engagement with the process

1.2 Enhance our proactive engagement with local communities

- 1.2.1 Proactive engagement in the community (including services and supports to vulnerable individuals in the context of Covid-19)

Maintaining engagement with standing Diversity Forum in relation to policing of Covid-19
- 1.2.2 Implementing the Diversity and Integration Strategy 2019-2021 including the following initiatives:
 - i) The development and roll-out of hate crime training
 - ii) A review of the current model for Diversity Officers, including their integration into the Community Policing Framework
 - iii) Survey of Community Stakeholders

POLICING PLAN 2021



Community Policing: Strategic Statement (2019-21)

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

2021 Objectives

We Will Achieve This By:

1.3 Maintain or Increase the level of trust local communities place in An Garda Síochána as measured by the Public Attitudes Survey.

1.3.1

Maintaining and building on positive results in respect of the following:

- i) An Garda Síochána is trusted by the local community
- ii) The local community are listened to by An Garda Síochána
- iii) An Garda Síochána prioritises issues that matter to people in the local community
- iv) Community relations are central to the work of An Garda Síochána
- v) An Garda Síochána organisation is community focused
- vi) Number of victims reporting their most recent crime incident
- vii) Number of victims that felt that the right amount of information had been provided to them

1.4 Maintain or Increase the level of trust local communities place in An Garda Síochána as measured by the Public Attitudes Survey

1.4.1

Maintaining and building on positive results in respect of the following:

- i) The local community is consistently satisfied with the service from An Garda Síochána
- ii) The right level of Garda presence is established in local areas
- iii) Victims are satisfied with the service provided by An Garda Síochána
- iv) An Garda Síochána is seen as a friendly and helpful service





POLICING PLAN 2021

Community Policing: Strategic Statement (2019-21)

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

2021 Objectives

We Will Achieve This By:

1.5 Maintain or Increase the number of people in local communities who feel safe by taking actions aimed at controlling the level of assaults in public and domestic burglaries

- 1.5.1 Maintaining and building on positive results in respect of the following:
- i) The perceptions of crime in local areas as a serious problem is reduced
 - ii) Awareness of Garda patrols in local areas
 - iii) Garda members in the area can be relied upon to be there when you need them
 - iv) Level of Domestic Burglaries
 - v) Incidents of Assaults in Public

POLICING PLAN 2021



Protecting People: Strategic Statement (2019-21)

Strategic Objective: Protecting people from crime and keeping people safe on our roads

2021 Objectives

We Will Achieve This By:

2.1 Maintain a high level of engagement with victims of domestic abuse

- 2.1.1 Continuing pro-active Contacts with victims of Domestic Abuse (Operation Faoiseamh).
- 2.1.2 Maintaining the level of domestic abuse victims contacted within 7 days of reporting an incident
- 2.1.3 Continuing the roll-out of the Domestic Abuse Risk Assessment Tool

2.2 Enhance our capabilities to keep people safe in both the digital and physical world through the strengthening of specialist capacity and capability

- 2.2.1 Reducing the backlog for the examination of seized electronic devices to below 12 months
- 2.2.2 Implementing a plan to respond to the Garda Inspectorate Report – Responding to Child Sexual Abuse
- 2.2.3 Increasing the quality and quantity of information on economic crime provided to Divisions





POLICING PLAN 2021

Protecting People: Strategic Statement (2019-21)

Strategic Objective: Protecting people from crime and keeping people safe on our roads

2021 Objectives

We Will Achieve This By:

2.3 Enhance the quality of the service we provide to the victims of sexual offences and our capacity to detect the perpetrators of such crime through developing a better understanding of the victim experience

2.3.1

Developing and implementing a system of outcomes-based measurement for sexual offences, in addition to standard statistical reporting of detection rates

2.3.2

Conducting a post-implementation review of the operation of the Divisional Protective Services Units

2.4 Continue to combat drug dealing and the effects of drug dealing in communities

2.4.1

Continuing to disrupt local drug dealing through the activities of the Divisional Drug Units

2.4.2

Engaging with the National Family Support Network and community organisations to help address drug-related intimidation of drug users and their families

POLICING PLAN 2021



Protecting People: Strategic Statement (2019-21)

Strategic Objective: Protecting people from crime and keeping people safe on our roads

2021 Objectives

We Will Achieve This By:

2.5 Prioritise the service provided to vulnerable people, including victims of Hate Crime

- 2.5.1 Rolling-out Hate Crime training across the organisation with an initial focus on Garda members, GISC call-handlers, Diversity Officers and Victim Services Officers
- 2.5.2 Building up baseline data on Hate Crime and non-crime hate incidents in 2021 to facilitate greater monitoring capability and reporting of trend information from 2022 onwards

2.6 Maintain or reduce the perception of the seriousness of crime and fear of crime as measured by the Public Attitudes Survey where appropriate

- 2.6.1 Maintaining and building on positive results in respect of the following:
 - i) Fear of crime has no impact on quality of life
 - ii) People do not worry about becoming a victim of crime
 - iii) People have no fear of crime in general
 - iv) Proportion of people who said they were victims of crime
 - v) Awareness of Garda patrols in local areas





POLICING PLAN 2021

Protecting People: Strategic Statement (2019-21)

Strategic Objective: Protecting people from crime and keeping people safe on our roads

2021 Objectives

We Will Achieve This By:

2.7 Implement appropriate operations to support any measures arising from COVID-19

2.7.1 Continuing to carry out operations and other necessary activities to respond to Covid-19 (Operations Fanacht, Treoraim and such other operations as may be required)

2.8 Continue to target Organised Crime Groups through targeted activities including measures aimed at degrading their capacity

2.8.1 Continuing to take action targeting organised crime groups

2.8.2 Implementing and reviewing the OCG threat assessment matrix

2.8.3 Monitoring the level of seizures of firearms, drugs and currency

POLICING PLAN 2021



Protecting People: Strategic Statement (2019-21)

Strategic Objective: Protecting people from crime and keeping people safe on our roads

2021 Objectives

We Will Achieve This By:

2.9 Continue to improve road safety and reduce deaths and serious injuries as measured

- 2.9.1 Continuing to implement Crowe Horwath recommendations including:
Recommendation 2.4.5 Training
Recommendation 3.4.9 Lack of supervision
Recommendation 3.5 Good Practice (MITs)

Enhancing mobility access for Roads Policing by providing devices to all Roads Policing members

Increasing the proportion of FCNs issued through the use of mobility devices by deploying the FCN app to all frontline members issued with a Mobile Data Station.
Target - to issue 80% of FCN's using the FCN app by December 2021
- 2.9.2 Developing and implementing a Road Safety Campaign in partnership with the Road Safety Authority
- 2.9.3 Monitoring road deaths / serious injuries
- 2.9.4 Monitoring Lifesaver offences
- 2.9.5 Continuing to liaise with the Department of Transport and other partner agencies to progress data sharing in respect of those driving without a licence





POLICING PLAN 2021

A Secure State: Strategic Statement (2019-21)

Strategic Objective: Safeguard the State's security by protecting the State and the people from all forms of terrorism and from any other threats detrimental to the State's security and vital interests.

2021 Objectives

We Will Achieve This By:

3.1 Continue to enhance the security of the State, managing all possible threats and challenges

3.1.1

Conducting intelligence-led operations with our domestic and international partner agencies

Continuing to monitor threats posed by extremists

Identifying, targeting and disrupting terrorist linked activities and support networks

Conducting intelligence-led operations to identify, target and seize finances to be utilised for terrorism

DOJ

3.2 Enhance our intelligence capacity/capability

3.2.1

Seeking out new opportunities to further enhance the capacity and capability of Security and Intelligence

DOJ

3.3 Collaborate with our partners, contributing to national and international security

3.3.1

Continuing to participate in Major Emergency Management interagency structures, including meetings, working groups, training opportunities and exercises

3.3.2

Promoting awareness of Major Emergency Management amongst senior management in An Garda Síochána

POLICING PLAN 2021



A Human Rights Foundation: Strategic Statement (2019-21)

Strategic Objective: Human rights as the foundation upon which we will deliver policing services

2021 Objectives

We Will Achieve This By:

4.1 Ensure that human rights considerations are integral to policing and services provided by An Garda Síochána

- 4.1.1 Putting in place appropriate arrangements to communicate, monitor and provide assurance in relation to the use of additional powers related to Covid-19, including:
 - i) Issuing regular internal communications to ensure that members and staff are clear in their powers and their use
 - ii) Maintaining strong central governance processes to ensure strong coordination and management of issues as they arise
 - iii) Collecting and analysing data on use of powers (e.g. use of fines, check points, use of anti-spit guard, complaints)
 - iv) Continuing regular review of data by senior management of such data in context of human rights obligations
 - v) Regularly communicating to stakeholders (e.g. Policing Authority and Minister) on the monitoring of such data and publication of same
 - vi) Maintaining engagement with standing Diversity Forum in relation to policing of Covid-19
- 4.1.2 Rolling-out human rights training across the organisation by training 500 personnel of which 20% will be drawn from senior management (AP/Superintendent and above)
- 4.1.3 Implementing a plan to respond to the Garda Inspectorate Report in relation to Custody
- 4.1.4 Maintaining or increasing, as measured by the Public Attitudes Survey, the degree to which the public believes that An Garda Síochána would treat both themselves and all members of the community fairly





POLICING PLAN 2021

A Human Rights Foundation: Strategic Statement (2019-21)

Strategic Objective: Human rights as the foundation upon which we will deliver policing services

2021 Objectives

We Will Achieve This By:

- 4.1.5 Maintaining or increasing, as measured by the Public Attitudes Survey, the level of respondents that say that Gardaí treat people with respect if they had contact with them for any reason
- 4.1.6 Building up baseline data on all Use of Force options in 2021 to facilitate greater monitoring capability and reporting of trend information from 2022 onwards
- 4.1.7 Continuing to review key policies in the identified priority areas through the lens of the Human Rights Screening Tool. Key Areas: Use of Force (including Firearms), Use of Garda Vehicles in Pursuit of Other Vehicles, Victims of Crime Policy, Arrest and Detention (Custody Management) and Public Order

4.2 Ensure that ethical considerations are integral to policing and inform the actions of Garda members and staff across the organisation

- 4.2.1 Developing and implementing further measures to continue to embed the Code of Ethics in the organisation, including identifying and communicating the relevance of the Code in the context of the policing of Covid-19
- 4.2.2 Commencing Anti-Corruption Unit activities

POLICING PLAN 2021



Our People: Strategic Statement (2019-21)

Strategic Objective: Invest in our people, our greatest resource, providing continuous professional development

2021 Objectives

We Will Achieve This By:

5.1 Ensure that An Garda Síochána can attract, retain and develop a diverse and inclusive workforce

- 5.1.1 Implementing key actions from the Equality, Diversity and Inclusion Strategy (EDI) 2020-2021 to include:
 - i) The provision of EDI training across the organisation with an initial focus on senior and line management
 - ii) The development of an internship programme focused on school-leavers and graduates from traditionally underrepresented groups within An Garda Síochána
 - iii) A review of work-life balance arrangements in place
- 5.1.2 Developing a diversity recruitment roadmap

5.2 Enhance our strategic workforce plan and resource management capabilities to ensure that the right people are in place at the right time

- 5.2.1 Establishing a Strategic workforce planning process to be embedded in the organisational planning framework
 - i) Continued tactical deployment of members to support frontline Covid-19 policing.
 - ii) Recruiting up to 600 Garda members
 - iii) Recruiting up to 600 Garda staff
 - iv) Redeploying up to 400 Garda members to frontline duties
- 5.2.2 Continuing to roll-out the HR Operating Model
- 5.2.3 Maintaining or increasing, as measured by the Public Attitudes Survey, the level of Respondents who feel An Garda Síochána is well managed





POLICING PLAN 2021

Our People: Strategic Statement (2019-21)

Strategic Objective: Invest in our people, our greatest resource, providing continuous professional development

2021 Objectives

We Will Achieve This By:

5.3 Prioritise the wellbeing of our people

5.3.1

Commencing implementation of the Health and Wellbeing Strategy

5.4 Ensure that our people are supported through a positive working environment as measured by the findings of a Cultural Audit

5.4.1

Conducting a second Garda Cultural Audit, including interrogation of subsequent findings and the development of an appropriate response

POLICING PLAN 2021



Transforming Our Service: Strategic Statement (2019-21)

Strategy Objective: Restructure our organisation and transform how we deliver our services

2021 Objectives

We Will Achieve This By:

6.1 Ensure that An Garda Síochána is adaptable and prepared for future challenges

- 6.1.1 Continuing the phased roll-out of the Operating Model
- 6.1.2 Implementing a plan to enhance our Finance Function
- 6.1.3 Progressing the enhancement of corporate functions (HR, ICT, Finance, Change etc.) to support frontline policing
- 6.1.4 Maintaining or increasing, as measured by the Public Attitudes Survey, the level of respondents who feel that An Garda Síochána is modern and progressive

6.2 Enhance our digital capabilities to ensure that policing is supported through the appropriate technology and tools

- 6.2.1 Continuing the roll-out of the Digital Strategy.
 - i) Deployment of an additional 2,500 frontline Mobile Data Station devices
 - ii) Continued development of prioritised projects from the Digital Strategy: Schengen Information System, Computer Aided Dispatch 2, and ICT Data Centre
- 6.2.2 Continuing the roll-out of the Investigation Management System
- 6.2.3 Continuing the roll-out of the Rosters and Duty Management System

