



Policing Plan 2020

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Foreword

The 2020 Policing Plan represent the second stage in the implementation of An Garda Síochána's Strategy Statement 2019 – 2021. Though responding to COVID 19 requires us to undertake new operational activities, our strategic objectives remain unchanged. Our response to COVID 19 aligns well with these strategic objectives; indeed, they are a clear expression of them.

This Plan has been prepared against the background of a global pandemic whose ongoing impacts across society and consequent implications for this organisation are uncertain. The public health measures undertaken have affected day-to-day life, resulting in a significant shock to the economy and high levels of disruption combined with pressure on individuals, families and local communities. An Garda Síochána has taken significant measures to ensure it is best placed to support the wide-ranging Government response to COVID 19. Overall this has, and will for the short-term at least, represent a significant draw on our resources; reducing our capacity to progress other important tasks.



The impact on incidents of crime will vary depending on crime type and the nature of the secondary impact of government mandated public health action. We will remain focused on preventing and detecting crime, and providing services to victims of crime, particularly those who are most vulnerable. We will further support vulnerable victims of crime by completing and consolidating our network of Divisional Protective Services Units, providing tailored and enhanced professional services to those impacted by sexual crime and domestic violence.

While some benefits planned to come to fruition in 2020 will now not happen, progress will be made in a number of important areas. For example, nearly 4500 mobile devices will be issued to Gardai. This year will also be the first full year where policing across the country will be supported by Computer Aided Dispatch systems. While the planned expansion of the new Investigation Management System will likely be delayed during the current crisis, we nevertheless will proceed with the expansion of the Roster and Duty Management System, which provides essential management information.

Central to our transformation programme is the implementation of a new Operating Model which will bring about significant change to how policing services are delivered. It will see larger Divisions with more resources, increased Garda visibility in communities and more localised services. Responding to COVID 19 has impacted on the approach we are taking to the roll out of the new Operating Model but we remain committed to its full implementation. While transforming our service we will continue to address and respond appropriately to evolving crime and security based threats while also preparing for any possible policing implications arising from Brexit.

In addition, we remain committed to our public sector duty obligations under section 42 of the Irish Human Rights and Equality Act 2014. In this regard we will seek to progress a number of diversity and human rights projects this year.

During the COVID-19 crisis we have innovated, and shown flexibility and agility in a rapidly changing situation. That approach will continue as will our tradition of policing by consent of the people and strong focus on community policing. We will take on board the learnings from the crisis to further enhance our service in 2020 and beyond.

I will continue to hold the organisation to account for our performance against this plan, which will move us closer to addressing the challenges identified in the culture audit, improving on organisational performance and ultimately achieve our mission of Keeping People Safe.

Drew Harris
Commissioner

1. Community Policing

Strategic Objective 2019 - 2021: Agree, communicate, resource and implement a new approach to community policing.

In 2020 An Garda Síochána will commence implementation of its new Community Policing Framework; with further phased implementation to take place in the 2021. This change will see the provision of dedicated community policing services based on locally identified needs.

The support required from An Garda Síochána to support the broader Government response to the impact of COVID –19 aligns well with our broader strategic objectives for community policing. Our activities in response to COVID -19 involve continued and enhanced engagement with the community as we seek to promote confidence in An Garda Síochána through retaining a close connection with our community, providing accurate and timely information, by supporting, as far as possible, the patterns of daily life with civility and courtesy and by continuing to seek out and respond to those who are vulnerable at this time. These activities provide an opportunity for further organisational learning as to how we can continue to develop and deploy policy and practice in these most important areas.

Strategy Statement Initiative (1.1) Agree, implement and evaluate a community policing framework through which a visible, responsive problem solving approach to service provision can be delivered.

RESPONSIBILITY	Success will be measured through achievement of the following initiatives/targets in 2020
Policy Owner and Implementation: AC GCRB	<ul style="list-style-type: none">Continuing to develop implementation of our new Community Policing framework in 4 Divisions – Cork City, DMR South Central, Mayo and Galway (Q4)Continuing development of Community Policing Training including developing on-line training (Q4)
AC GCRB AC SCO	<ul style="list-style-type: none">Concluding mapping of the 4 Divisions (Cork City, DMR South Central, Mayo and Galway) (Q2) and commence mapping of 2 additional Divisions, Meath/Westmeath and Limerick (Q4).
Implementation: Each Regional AC	<ul style="list-style-type: none">Preparing for the assignment of members to Community Policing Areas in line with the mapping of the new Community Policing Framework in 4 Divisions (Cork City, DMR South Central, Mayo and Galway) (Q4)

Strategy Statement Initiative (1.2) Engage with communities and stakeholders, listening to and understanding their policing needs and working in partnership to address them

RESPONSIBILITY	Success will be measured through achievement of the following initiatives/targets in 2020
AC GCRB	<ul style="list-style-type: none"> Developing an Implementation Plan for Garda Diversity and Integration Strategy 2019 – 2021 following consultation with key stakeholders (Q4) for implementation commencing (Q4) Develop a mechanism for community feedback on Garda Diversity and Integration Strategy 2019 – 2021 and measurement of diverse communities’ trust in AGS (Q4). Continuing to engage with minority and hard to reach groups in relation to specific challenges faced in context of COVID -19; capturing and applying this experience to the development of Diversity and Integration policies and practices.
Each Regional AC	<ul style="list-style-type: none"> Embedding existing Garda Reserve in 4 Divisions (Cork City, DMR South Central, Mayo and Galway) in accordance with our Garda Reserve Strategy (by Q4)
AC SCO	<ul style="list-style-type: none"> Progressing the initiatives assigned to An Garda Síochána in the National Drug Strategy 2017 – 2025 (reporting quarterly on performance to the Policing Authority)
AC GCRB	<ul style="list-style-type: none"> Considering the experiences of community partnerships which were developed and enhanced during the policing of COVID - 19. Capture the learnings from experiences of stakeholders and develop guidelines for enhanced engagement moving forward Researching best practice from other jurisdictions (Q3) and begin developing guidelines for community partnerships (Q4).
Each Regional AC	<ul style="list-style-type: none"> Proactively and positively engaging with all communities during the COVID -19 restrictions, including calling to the homes of the elderly and vulnerable to ensure their safety and providing a service delivery for essential food, fuel and medical supplies.

2. Protecting People

Strategic Objective 2019 - 2021: Protecting people from crime and keeping people safe on our roads.

In 2020 An Garda Síochána will further progress initiatives which will enhance our capacity to respond to crime. We will do this by progressing the development and establishment of new structures, systems and processes.

The impact of COVID -19 on crime will vary depending on crime type and the nature of government-mandated public health action. The pattern of some crimes, such as public disorder related to the high-time economy, will likely be affected as the closure of certain businesses limits the number of people on the streets at that time. Other crimes, such as domestic abuse, will probably increase as self-isolation increases opportunities for perpetrators to abuse victims. We will seek to respond proactively to emerging crime trends, with a continuing focus on the protection of the most vulnerable.

In the context of COVID -19 our mission of 'Keeping People Safe' extends to minimising the risk to the public by promoting, through good practice, the advice of the HSE and maximising the safety of the public through engaging, explaining, encouraging and, ultimately, enforcing the Health Regulations.

Strategy Statement Initiative (2.1) Enhance our strategic crime management and coordination capacity, leveraging our improving data to enhance information-enabled policing

RESPONSIBILITY	Success will be measured through achievement of the following initiatives/targets in 2020
DC P&S CIO	<ul style="list-style-type: none">• Leveraging and, where appropriate, establishing appropriate internal systems and processes to coordinate our response to COVID -19.• Putting in place appropriate data analytic supports to facilitate new and ongoing operational requirements.
Each Regional AC	<ul style="list-style-type: none">• Implementing appropriate operations to support public health mandated restrictions on movement, assembly and certain activities (Operation Fanacht).
DC P&S	<ul style="list-style-type: none">• Consolidating the national Coordination and Tasking Functions in line with the Operating Model rollout.
DC P&S	<ul style="list-style-type: none">• Implementing our OCG threat assessment matrix (Q4).
AC SCO	<ul style="list-style-type: none">• Continuing the establishment and commencing operation of 3 satellite cyber-crime hubs (Q4).

Strategy Statement Initiative (2.2) Reduce crime and the fear of crime through multi-agency diversion activities, providing crime prevention advice and responding to evolving threats

RESPONSIBILITY	Success will be measured through achievement of the following initiatives/targets in 2020
AC SCO AC GCRB	<ul style="list-style-type: none"> Providing crime prevention advice addressing heightened risks associated with fraud and theft in light of environmental changes consequent on COVID - 19.
Policy Owner and Implementation: AC GCRB Implementation: Each Regional AC	<ul style="list-style-type: none"> Keeping under review our Assaults in Public Reduction Strategy 2019-2021 in line with the evolving environment. Agreeing an action plan arising from the review of the crime prevention strategy (Q3) and commencing implementation (Q4) Providing drugs awareness crime prevention advice to third-level students (Q4) Considering engagement of social media campaign (Q4) Convene Metal Theft Forum and Retail Theft Forum at least once during year as crime prevention mechanism with consideration given to 'virtual meeting' if required (Q4)
Policy Owner and Implementation: AC GCRB	<ul style="list-style-type: none"> Implementing the next phase of the Youth Referral Examination Recommendations.
AC SCO All Regional ACs	<ul style="list-style-type: none"> Keeping under review the impact of new and evolving environment on drug and drug -related crime types and maintaining appropriate operational responses.

Strategy Statement Initiative (2.3) Confront those involved in organised crime, working with partner agencies to deprive criminals of the proceeds of crime

RESPONSIBILITY	Success will be measured through achievement of the following initiatives/targets in 2020
AC SCO	<ul style="list-style-type: none"> Ongoing targeting of organised crime groups, emerging threats and challenges (reporting quarterly to the Policing Authority.)

Strategy Statement Initiative (2.4) Improve our investigative response to crime including our forensic capacity, developing standards to ensure an appropriate response to all crime incidents

RESPONSIBILITY	Success will be measured through achievement of the following initiatives/targets in 2020
AC SCO	<ul style="list-style-type: none"> Evaluating the implementation to date of Investigation Management System (IMS)*
AC GNCSIS	<ul style="list-style-type: none"> Ensuring capability to allow Ireland connect to Schengen Information Systems (Q4)* Implementing a training and communications plan for Schengen Information Systems Commence planning for Schengen Information Systems III (Q4) *
DC P&S	<ul style="list-style-type: none"> Progressing the recommendations of the Homicide Investigation Review Team.

Strategy Statement Initiative (2.5) Provide victim-focused services, establishing a network of Divisional Protective Services Units to ensure crimes against the most vulnerable are prioritised.

RESPONSIBILITY	Success will be measured through achievement of the following initiatives/targets in 2020
Policy Owner and Implementation: AC SCO	<ul style="list-style-type: none"> Consolidation of the national rollout of Divisional Protective Service Units in all 19 divisions in line with our commitments under the Second National Strategy on Domestic, Sexual and Gender-based Violence Action Plan. Continuing roll out of Domestic Abuse risk assessment tool in phased manner and roll out risk assessment training.
Policy Owner: AC SCO Implementation: Each Regional AC	<ul style="list-style-type: none"> Undertaking specific operations to protect victims, and potential victims, of domestic abuse (Operation Faoiseamh). Ensuring that 'In-person' or 'phone call' or other appropriate contact will be made with victims and recorded in the Victim Engagement screen, within 7 days of a domestic abuse incident, in 60% of cases. The means of communication selected will be based on a consideration of risk to the victim. Increasing the proportion of complete victim assessments which are made within 3 days of reporting to 85%
Policy Owner and Implementation: AC SCO	<ul style="list-style-type: none"> Continuing to develop our training, including e-learning capability, on victim support.

Policy Owner and Implementation: AC GCRB	<ul style="list-style-type: none"> • Developing process to facilitate third party referral for reporting of Hate Crimes and Hate Incidents (Q4) • Developing crime prevention advice for diverse, minority and hard to reach communities. (Q4) • Continuing to develop process to facilitate online reporting of Hate Crimes and Hate Incidents (Q4) • Developing hate crime training programme (Q4) (Q4)
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Strategy Statement Initiative (2.6) Contribute to the Government Road Safety Strategy, working in partnership on education and targeting enforcement activities to reduce deaths and serious injuries

RESPONSIBILITY	Success will be measured through achievement of the following initiatives/targets in 2020
Policy Owner: AC RPMEM Implementation: Each Regional AC	<ul style="list-style-type: none"> • Monitoring, identifying and taking appropriate action with a view to targeting key lifesaver offences: Seatbelt, speeding, mobile phone and driving while intoxicated • Developing, with the Roads Safety Authority, an education campaign to reinforce the dangers of Driving while intoxicated. • Working with partner agencies to provide direct access to Driver licencing file for all mobile data stations.
AC RPMEM	<ul style="list-style-type: none"> • Continuing engagement with partner agencies on the implementation of the recommendations of the Crowe Horwath Report.
AC RPMEM	<ul style="list-style-type: none"> • Publishing MEM strategy, policy and procedures document (Q4)
AC RPMEM	<ul style="list-style-type: none"> • Developing a roll-out strategy for Operation Páistí (Q4)

Strategy Statement Initiative (2.7) Disrupt the use of our roads by criminals through focused enforcement of road traffic legislation

RESPONSIBILITY	Success will be measured through achievement of the following initiatives/targets in 2020
Policy Owner and Implementation: AC RPMEM CIO	<ul style="list-style-type: none"> • Monitoring the number of intelligence entries created by roads policing personnel. • Working with partner agencies to develop capability to more effectively target individuals who are driving while disqualified and those who have failed to surrender driving licences to the courts.

3. Secure Ireland

Strategic Objective 2019 - 2021: Maintain State Security

2020 Security Priority: To 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.

In 2020 An Garda Síochána will continue to progress initiatives aimed at enhancing our ability to provide security services to the state. In particular, in 2020 we will progress security related recommendations contained in 'A Policing Service for the Future'.

Strategy Statement Initiative (3.1) Ensure the security of the State, managing all possible threats, including but not limited to the threat of terrorism.

RESPONSIBILITY	Success will be measured through achievement of the following initiatives/targets in 2020
AC GNCSIS	<ul style="list-style-type: none">• Conducting Intelligence-led operations with our domestic and international partner agencies• Continuing to monitor threats posed by extremists• Identifying, targeting & disrupting terrorist linked activities and support networks DOJE
AC GNCSIS	<ul style="list-style-type: none">• Continuing to acquire and deliver critical training.• Conducting intelligence-led operations to identify, target and seize finances to be utilised for terrorism DOJE

Strategy Statement Initiative (3.2) Enhance our intelligence capacity/capability.

RESPONSIBILITY	Success will be measured through achievement of the following initiatives/targets in 2020
AC GNCSIS	<ul style="list-style-type: none">• Implementing a new Security and Intelligence operating model.• Seeking out new opportunities to further enhance the capability of Security and Intelligence. DOJE

Strategy Statement Initiative (3.3) Collaborate with our partners, contributing to national and international security

RESPONSIBILITY	Success will be measured through achievement of the following initiatives/targets in 2020
AC GNCSIS	<ul style="list-style-type: none"> Examining options to increase our international footprint in conjunction with the Department of Justice and Equality and the Department of Foreign Affairs and Trade <p>DOJE</p>
AC GNCSIS	<ul style="list-style-type: none"> Continuing to work with Europol and Interpol to tackle serious crime and terrorism Continuing to contribute to and support Europol and Interpol <p>DOJE</p>
AC GNCSIS	<ul style="list-style-type: none"> Actively participating in and contributing to Regional and National Major Emergency Management interagency structures, working groups, training and exercise opportunities. Replenishing initial CBRN Response Capabilities the delivery of specialised equipment and, subject to capacity, training (Q4) Delivering Major Emergency Management awareness training to senior management within An Garda Síochána (Q4)

4. A Human Rights Foundation

Strategic Objective 2019 - 2021: Human rights as the foundation upon which we will deliver policing services.

In 2020 An Garda Síochána will continue building the infrastructure required to support the development of a policing service that puts human rights at the heart of service provision. This will include the application of human rights structures and the implementation of our human rights strategy. The significant additional powers conferred on An Garda Síochána in the context of the Government response to COVID-19 further emphasises the need to embed human rights and ethics in the exercise of our duties. We are taking this opportunity to highlight to our people, in a practical manner, the centrality of human rights compliance to their work as members of An Garda Síochána, most particularly at this extraordinary time.

Strategy Statement Initiative (4.1) Build a human rights infrastructure to enhance An Garda Síochána's understanding, knowledge, training and policy and service delivery capacity.

RESPONSIBILITY	Success will be measured through achievement of the following initiatives/targets in 2020
ED Legal	<ul style="list-style-type: none">Implementing actions contained in the Human Rights Strategy.
AC G&A	<ul style="list-style-type: none">Developing an interim IT process to support reporting of the use of force (four categories) and commencing publication (Q1).Developing an agreed approach and designing a comprehensive IT solution (Q4) to allow for full publication in 2021

Strategy Statement Initiative (4.2) 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

RESPONSIBILITY	Success will be measured through achievement of the following initiatives/targets in 2020
AC G&A	<ul style="list-style-type: none">Identifying activities to further embed the Code of Ethics (Q4) including in the context of our response to COVID-19.
ED Legal	<ul style="list-style-type: none">Developing a "Human Rights Based Policing" training programme (Q4)Concluding the Human Rights review of five prioritised areas (to include Use of Force) (Q3), commencing policy revision in Q4*
ED Legal DCP&S	<ul style="list-style-type: none">Assessing the human rights context of new operational measures or powers.

	<ul style="list-style-type: none">• Communicating to our people the importance of human rights and the Code of Ethics in the context of new activities in response to COVID-19.
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5. Our People – Our Greatest Resource

Strategic Objective 2019 - 2021: Invest in our people, our greatest resource, providing continuous professional development.

In 2020 An Garda Síochána will further implement its People Strategy through the suite of actions outlined hereunder. Progressing the implementation of the new HR operating model, developments in the learning and development area, new industrial relations structures and selection and recruitment challenges will be key focuses in 2020.

Supporting the overall Government response to COVID-19 will require a range of significant and additional responses across training, work practices and staff/industrial relations among others. This will rely on our people and our Human Resource and People Development Directorate demonstrating innovation, agility and resilience. There is an opportunity also for the organisation to evaluate and reflect on what elements of demonstrated innovation and agility may be of enduring relevance.

Ensuring that we have appropriate supervision and enhancing our use of performance management remains a priority for the organisation; as does our investment in employee health and wellbeing. It is important that we take active and substantial measures to ensure that, insofar as it is practicable, the health, wellbeing and welfare of our staff is protected. In the context of the ongoing COVID-19 pandemic this will involve the provision of appropriate advice, direction on and facilitation of new working arrangements, provision of necessary personal protective equipment and appropriate supervision and support.

Strategy Statement Initiative (5.1) Engage, support and listen to our people, providing continuous professional development.

RESPONSIBILITY	Success will be measured through achievement of the following initiatives/targets in 2020
ED HRPD	<ul style="list-style-type: none"> Putting in place appropriate arrangements to support the operational response to COVID-19 by adjusting the approach to probationer training. Establishing a 'lessons learned' process in relation to new developments in the area of training arising from the response to COVID-19.
ED HRPD	<ul style="list-style-type: none"> Continuing to provide appropriate Garda Staff training including through OneLearning. Approving a new Garda probationer monitoring policy (Q3) and providing guidance documents on managing probationer Gardaí (Q4)* Updating Garda Probationer Training by (Q4) Finalising a new induction training process for all new Garda Staff (Q3)
ED HRPD	<ul style="list-style-type: none"> Fulfilling our role in respect of the appointment of a Learning and Development Director by the Policing Authority (Q4).

	<ul style="list-style-type: none"> Establishing an Expert L&D Review Group (Q3). Completing (Q3) a draft Learning & Development Strategy.
ED HRPD	<ul style="list-style-type: none"> Progressing the procurement of a new Electronic Training Management System (ETMS) (Q4)*
AC NW	<ul style="list-style-type: none"> Continuing the procurement process for a new uniform in support of delivery in 2021*
AC SCO	<ul style="list-style-type: none"> Commencing deployment of a new Property and Exhibit Management System e-learning programme by (Q1) *

Strategy Statement Initiative (5.2) Implement our People Strategy to ensure the right people are in the right roles, working at the right places at the right times.

RESPONSIBILITY	Success will be measured through achievement of the following initiatives/targets in 2020
ED HRPD	<ul style="list-style-type: none"> Recruiting personnel in line with the programme for government: <ul style="list-style-type: none"> Recruitment of up to 700 Garda members Recruitment of up to 500 Garda Staff
ED HRPD	<ul style="list-style-type: none"> Progressing the implementation of the HR Operating Model. Further developing and embedding the strategic workforce plan.
ED HRPD	<ul style="list-style-type: none"> Reviewing redeployment to date and scope further opportunities for redeployment (Q3) in line with Operating Model. Redeploying 300 Garda members through further allocations of Garda staff and in line with the above review (in addition AGS will progress the redeployment shortfall from 2019).
ED HRPD	<ul style="list-style-type: none"> Actioning proposals for new selection methods to enhance the Garda to Sergeant and Sergeant to Inspector promotion process (Q3). Developing a diversity recruitment roadmap by end Q4. Commencing implementation of the recommendations of An Coimisinéir Teanga to enhance the provision of a policing service through Irish.
AC GCRB	<ul style="list-style-type: none"> Identifying what non-core duties can be divested (Q4) and working with the relevant partner agencies to divest same*

Strategy Statement Initiative (5.3) Develop our leadership capacity and provide strong visible leadership.

RESPONSIBILITY	Success will be measured through achievement of the following initiatives/targets in 2020
ED HRPD	<ul style="list-style-type: none"> Continuing to provide training to members of Senior Leadership Team commensurate with identified needs*
ED HRPD	<ul style="list-style-type: none"> Ensuring appropriate Industrial Relations structure are in place to assume responsibility for Industrial Relations from the Department of Justice and Equality (Q1)

Strategy Statement Initiative (5.4) Develop a learning culture, underpinned by honesty, integrity, openness and a respect for diversity.

RESPONSIBILITY	Success will be measured through achievement of the following initiatives/targets in 2020
DC S,G &P	<ul style="list-style-type: none"> Reviewing Staff cultural engagement (Q3). Developing (Q3) and implementing from (Q4) a roadmap arising from the findings of the cultural audit. Commencing procurement process for a further Cultural Audit (Q4).
ED S&T	<ul style="list-style-type: none"> Reviewing solutions piloted through the staff Innovation programme (Q4).

Strategy Statement Initiative (5.5) Encourage and recognise excellent work, enhancing performance while managing underperformance.

RESPONSIBILITY	Success will be measured through achievement of the following initiatives/targets in 2020
ED HRPD Each AC and ED	<ul style="list-style-type: none"> Reviewing PALF usage (Q1), addressing review findings and continuing to expand use. Ensuring 70% of Garda members to have held interim PALF review (Q4) Agreeing and approving a performance management system for Garda Staff by Q3, commencing implementation (Q4).
ED HRPD	<ul style="list-style-type: none"> Putting in place appropriate structures and processes to ensure appropriate supervision for recently attested probationer Gardaí.

Each Regional AC	<ul style="list-style-type: none"> Ensuring that appropriate guidance, supervision and support is provided to recently attested probationer Gardaí.
DC P&S	<ul style="list-style-type: none"> Establishing a process to explore how best to recognise excellence in frontline policing (Q4).

Strategy Statement Initiative (5.6) Address underperformance and unethical behavior.

RESPONSIBILITY	Success will be measured through achievement of the following initiatives/targets in 2020
AC G&A	<ul style="list-style-type: none"> Preparing for statutory enactments of new discipline regulations upon publication of relevant legislation.
AC G&A	<ul style="list-style-type: none"> Progressing commitments in the Anti-Corruption Strategy.

Strategy Statement Initiative (5.7) Support the health and wellness of our people.

RESPONSIBILITY	Success will be measured through achievement of the following initiatives/targets in 2020
CMO	<ul style="list-style-type: none"> Agreeing Health & Wellbeing strategy (Q3) and developing an implementation plan (Q4) taking into consideration any developments or learning consequent to response to COVID-19.
CMO	<ul style="list-style-type: none"> Approving a Post-traumatic Incident Support Review and Signposting (PSRS) Policy and Procedure (Q4).
DC P&S (COVID-19 Co-ordination Unit) CMO ED HRPD Director of Corporate Communications	<ul style="list-style-type: none"> Ensuring the appropriate prioritisation and coordination of health, wellbeing and welfare matters arising from COVID-19. Ensuring the provision of advice in relation to occupational health considerations related to the implementation and application of national public health COVID-19 regulations or guidance. Ensuring the provision of advice in relation to medical considerations related to the implementation and application of national public health COVID-19 regulations or guidance. Implementing COVID-19-related health and safety considerations impacting on operational policing and challenges arising and facilitating clear information and access to wellbeing supports for all Garda personnel. Communicating up to date relevant information and advice to inform, address concerns, and support the health and wellbeing of frontline Garda personnel faced with impact of the COVID-19 pandemic.
ED Finance	<ul style="list-style-type: none"> Procuring and distributing appropriate Personal Protective Equipment.
CIO	<ul style="list-style-type: none"> Facilitating remote working solutions to support social distancing.

6. Transforming Our Service

Strategic Objective 2019 - 2021: Restructure our organisation and transform how we deliver our services.

In 2020 An Garda Síochána will continue to progress important organisational change projects. Notwithstanding the operational pressures arising across the organisation as a consequence of COVID-19, we remain committed to maintaining a broadly-based reform programme addressing key organisational risks, challenges and opportunities.

The implementation of the new Garda Síochána Operating Model will be a key focus of management attention and energy in 2020 as the organisation is restructured in a phased basis at both an operational and headquarters level.

Strategy Statement Initiative (6.1) Providing more efficient, effective and responsive services through implementing 'A Policing Service for the Future'.

RESPONSIBILITY	Success will be measured through achievement of the following initiatives/targets in 2020
AC NW	<ul style="list-style-type: none"> Designing and agreeing a revised roster, commencing implementation (Q4).

Strategy Statement Initiative (6.2) Restructure our organisation through a new Garda Síochána Operating Model.

RESPONSIBILITY	Success will be measured through achievement of the following initiatives/targets in 2020
Commissioner AC Southern ED S&T	<ul style="list-style-type: none"> Implementing the Garda Síochána Operating Model on a phased basis. Commencing the phased establishment of the Business Functional Area across the Divisions informed by continuing the targeted effort on business process optimisation. Commencing the establishment of the Performance Assurance, Crime and Community Engagement Functional Areas in all Phase 1 divisions: <ul style="list-style-type: none"> Cork City, DMR South Central, Limerick, Meath/Westmeath and Galway Commencing planning with Operating Model Phase 2 Divisions: <ul style="list-style-type: none"> Cork County, Clare/Tipperary, DMR East, DMR South and Kerry. Commencing engagement with SCO on the implementation of the Operating Model. Completing the detailed design of the Regional elements of Operating Model and evaluate the alignment with GNCSIS Operating Model.

Strategy Statement Initiative (6.3)Increase public confidence through stronger accountability, transparency and more effective internal governance

RESPONSIBILITY	Success will be measured through achievement of the following initiatives/targets in 2020
ED Finance	<ul style="list-style-type: none"> Continuing to develop the capacity to complete a fully costed policing plan (Q4)*
AC G&A	<ul style="list-style-type: none"> Reviewing (Q3) and enhancing the Corporate Governance framework (Q4)
AC E	<ul style="list-style-type: none"> Designing and testing online phase of the PAF (Q4)*
AC G&A	<ul style="list-style-type: none"> Reviewing (Q3) and enhance the Risk Management framework (Q4)*

Strategy Statement Initiative (6.4) Enhance our communications capacity and output to better reach and engage our people and the public we serve

RESPONSIBILITY	Success will be measured through achievement of the following initiatives/targets in 2020
Director of Corporate Communications	<ul style="list-style-type: none"> Delivering a number of key improvement in our internal communications.
CIO	<ul style="list-style-type: none"> Developing a Portal upgrade plan (Q4)

Strategy Statement Initiative (6.5) Rebuild confidence in our data, through accurate recording and governance.

RESPONSIBILITY	Success will be measured through achievement of the following initiatives/targets in 2020
CIO	<ul style="list-style-type: none"> Implementing identified priority actions for 2020 from the Data Quality Assurance Plan.

Strategy Statement Initiative (6.6) Invest in technology, including mobile technology, to enable a more effective and efficient policing service

RESPONSIBILITY	Success will be measured through achievement of the following initiatives/targets in 2020
CIO	<ul style="list-style-type: none"> Finalising review of core technology platforms (Q3) and developing roadmap (Q4). Continuing to progress electronic integration with our justice partner agencies under the Criminal Justice Hub initiative*
AC CIO	<ul style="list-style-type: none"> Increasing the number of Mobile Devices deployed to 4500 (Q4) and evaluating their use (Q3).
CIO	<ul style="list-style-type: none"> Taking steps to enhance the user experience of Enterprise Content Management and continue its rollout in HQ, Specialist Sections and the Eastern Region (Q4).*
AC NW	<ul style="list-style-type: none"> Continuing procurement process for CAD 2, with preferred vendor selected(Q4)*
AC Southern	<ul style="list-style-type: none"> Exploring options for the accelerated rollout of RDMS (Q2)* Deploying RDMS in a further 3 Divisions (Q4).

Appendix A - Strategic Key Performance Indicators

This is the second of three policing plans that will implement the Garda Síochána Strategy 2019 – 2021. Each plan, through multiple initiatives, seeks to incrementally move the organisation towards the achievement of its six key priorities, providing assurance that progress is being made towards the delivery of the outcomes outlined in the Strategy. Over the timeframe of the Strategy, it was intended that performance would be demonstrated through statistically significant improvement across a number of areas i.e. public attitudes, crime and detection, victim engagement and data quality.

As with all aspects of our activities, COVID-19 will impact on these metrics. The incidence and patterns of crime will likely change and this will give rise to some issues about the comparability of measurement; the significance of this issue will require careful examination. With regard to the Public Attitudes Survey, the Survey's standard data collection methodology is not viable in the context of COVID-19 and alternative approaches will be required; we recognise the importance of and are committed to continuing to measure public attitudes but recognise that a new methodology will impact on comparability and trends monitoring.

(i) Attitudinal Measure

Public Perception - Key Performance Indicators
In 2020 An Garda Síochána will maintain or improve the outcomes of the following attitudinal indicators as measured by the Public Attitudes Survey
<p>Increased</p> <p>Proportion of respondents who report: AGS listen to the concerns of local people</p> <p>Proportion of respondents who report having a medium to high trust in AGS</p> <p>Proportion of respondents who state Gardaí in the area treat everyone fairly regardless of who they are</p> <p>Proportion of respondents who state AGS is well managed</p> <p>Proportion of respondents for whom fear of crime has no impact on quality of life</p> <p>Proportion of respondents who are aware of Garda patrols</p> <p>Proportion of respondents who perceive AGS as effective in tackling crime</p> <p>Proportion of respondents who perceive AGS as community focused</p> <p>Proportion of respondents who report satisfaction with local Garda Service</p> <p>Proportion of victims who are quite satisfied or very satisfied with how AGS handled their case*</p> <p>Reduced</p> <p>Proportion of respondents who perceive crime as a serious or very serious problem locally</p> <p>Proportion of respondents who perceive AGS do not deal with things that matter in the community</p> <p>* Figures relating to victims of crime should be treated with caution due to the low sample size.</p>

(ii) **Numeric targets relating to crime and detections**

Public Safety and Demand	
An Garda Síochána will maintain or deliver reductions in the following areas through crime prevention initiatives and proactive policing activities	
Crimes Against the Person	Rate per 100,000 persons for the following ICCS offence types <ul style="list-style-type: none">• Homicide offences• Attempts or threats to murder, assaults, harassments and related offences• Endangerment with potential for serious harm/death
Crimes Against Property	Rate per 100,000 persons for the following ICCS offences types <ul style="list-style-type: none">• Robbery, extortion and hijacking offences• Burglary and related offences• Theft and related offences• Criminal Damage
An Garda Síochána will deliver increases in the reporting of (ICCS 02) sexual offences through increasing confidence in the services we provide	
Sexual Offences	<ul style="list-style-type: none">• Number of Sexual Offences reported

Offender Accountability	
An Garda Síochána will maintain or deliver increases in the following areas through proactive policing and enhanced investigative approaches	
Crimes against Person	Offences against the person completed as detected <ul style="list-style-type: none">• Homicide offences• Attempts or threats to murder, assaults, harassments and related offences• Endangerment with potential for serious harm/death
Crimes against Property	Rate per 100,000 persons for the following offences types <ul style="list-style-type: none">• Robbery, extortion and hijacking offences• Burglary and related offences• Theft and related offences• Criminal damage
Drugs Detections	<ul style="list-style-type: none">• Number of sale and supply offences completed as detected
Sexual Offences	<ul style="list-style-type: none">• Sexual offences completed as detected

Roads Policing - Key Performance Indicators	
An Garda Síochána will improve road safety through increases in the following activity areas	
Lifesaver Offence Detections	<ul style="list-style-type: none"> • Speeding offences • Driving with intoxicant offences • Seatbelt offences • Mobile phone offences
An Garda Síochána will contribute, with partners, to a reduction in the following occurrences through proactive roads policing and education initiatives	
Road Safety	<ul style="list-style-type: none"> • Road deaths • Serious injuries

(iii) Victim Engagement Targets

Victim Engagement - Key Performance Indicators	
In 2020 we will improve the service we provide to victims through increased contact and information provision from the time an incident is reported to the time an investigation concludes	
Increase the average recorded victim contacts per complete Incident	<ul style="list-style-type: none"> • The number of contact entries (except No Contact) in the Victim Engagement screen of the identified victims.
	<ul style="list-style-type: none"> • The percentage of 'in-person', 'phone-call'* or other appropriate contact entries (except No Contact) made within 7 days in the Victim Engagement screen of the identified victims of domestic abuse. The means of communication selected will be based on a consideration of risk to the victim.

(iv) Data Quality Targets

Data Quality Related Activity - Key Performance Indicators	
In 2020 we will improve data quality through reducing the number of incidents which require additional information, re-categorisation or supervisory attention	
Increase the percentage of Incidents reviewed on time	<ul style="list-style-type: none"> • % of Incident in the status Active or Inactive with Review Date where the review date is not missing or the review date is overdue by more than 7 days.

In relation to the above numeric crime targets (reported crime, roads policing offences and all detections) success will be benchmarked using data from March 2018 on.

Appendix B – Code of Ethics

Since it was founded in 1922, An Garda Síochána, the Guardians of the Peace, have consistently and proudly placed our values at the heart of the community policing service we provide. Our values are now enshrined in the Code of Ethics. These nine ethical standards and commitments outline the behaviors required to meet the standards we aspire to as a professional policing service. Each employee in An Garda Síochána will conduct their duties in compliance with this code and its commitments.

Duty to Uphold the Law	I will uphold and obey the law and fulfill my responsibilities in a fair and impartial way.
Honesty and Integrity	<p>I will be honest and will act with integrity.</p> <p>I will always seek the truth by establishing and reporting facts in an honest and objective way.</p> <p>I will not abuse my power or position and will have the courage to oppose and report any such abuses by colleagues.</p> <p>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.</p> <p>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.</p>
Respect and Equality	<p>I will recognise and respect the dignity and equal human rights of all people.</p> <p>I will treat people with courtesy and respect.</p> <p>I will treat everyone with fairness at all times, and not discriminate wrongfully.</p> <p>I will oppose and challenge any behaviour or language that demonstrates discrimination or disrespect, in particular with regard to vulnerable individuals or minority groups.</p> <p>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.</p> <p>I will show appropriate understanding and empathy to people I come into contact with.</p> <p>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.</p>

	<p>Examples of wrongful reasons for discrimination</p> <ul style="list-style-type: none"> • 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 and Responsibility	<p>I will act with self-control, even when provoked or in volatile situations.</p> <p>I will take responsibility for my actions and omissions, and I will be accountable for them.</p> <p>I will support my colleagues to the best of my ability as they carry out their duties and responsibilities.</p> <p>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.</p>
Authority and Responsibility contd.....	<p>I will challenge instructions that I believe to be unlawful or contrary to the principles set out in this Code.</p> <p>I understand that any decision not to follow an instruction needs to be fully justified.</p> <p>I will make sure that I do not take - any substance, such as alcohol or drugs, that will make me unfit for work.</p> <p>I will report to a supervisor if I am unfit for work for any reason.</p> <p>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.</p> <p>I will endeavour to ensure the proper, effective and efficient use of public money and resources.</p> <p>I will not use social media and mobile communications in a manner that may be perceived as discriminatory, bullying, victimising or unprofessional.</p>
Police Powers	<p>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.</p> <p>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.</p> <p>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.</p> <p>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.</p>

Information and Privacy	<p>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.</p> <p>I will never hide, exaggerate, invent, interfere with or improperly destroy information or evidence.</p> <p>I will gather, retain, access, disclose or process information only in accordance with the law and principles of data protection.</p> <p>I will not improperly convey Garda information to the media or any third party.</p>
Transparency and Communication	<p>I will communicate and cooperate openly and effectively with colleagues, the public and with other organisations as much as possible.</p> <p>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.</p> <p>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.</p> <p>I will make sure those victims of crime are made aware of their rights as soon as possible.</p> <p>I will make sure that I communicate information in a manner that is respectful, easy to understand and sensitive to the circumstances.</p> <p>I will keep accurate, complete records, especially of all interviews and complaints.</p> <p>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.</p>
Speaking Up and Reporting Wrongdoing	<p>I will never ignore a colleague's unprofessional, unethical, illegal, or corrupt behaviour, regardless of the person's identity, role, rank or grade.</p> <p>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.</p> <p>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.</p> <p>Additional commitments of managers</p> <p>I will encourage and facilitate speaking up and reporting wrongdoing at every level in the organisation.</p> <p>I will ensure that matters brought to my attention are considered, are investigated where necessary, and the appropriate action taken.</p> <p>I will be open to matters raised by colleagues and learn from feedback and from reports of wrongdoing.</p>

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.

Appendix C – Revised Estimates