



# An Garda Síochána Strategy Statement 2022-2024

# Foreword



I am pleased to present An Garda Síochána Strategy Statement 2022-2024. As we transition from the difficult conditions of the COVID-19 Pandemic, we are reminded of all the other challenges faced by the organisation over the past hundred years. The year 2022 marks the Centenary of the foundation of An Garda Síochána and reminds us of the values on which the force was founded: Service, Honesty, Accountability, Respect, Professionalism and Empathy.

An Garda Síochána is an integral part of communities across the country and visibility, in all its forms, is a cornerstone of our service. While we will continue to employ the most innovative technology to improve efficiency and combat crime, we will never lose sight of our personal connection shaped by each neighbourhood and community that we serve.

This strategy was the result of one of our most extensive consultation processes to date, engaging with diverse communities, government, civil society, Garda personnel at every rank and grade and with our policing colleagues abroad. We listened to the experiences of people from across the country, in urban and rural settings and incorporated them into our priorities. Today, change is both rapid and constant. The rise in online crime and crimes against the vulnerable will feature prominently in the years ahead. Other challenges cannot be predicted and we must innovate and adapt our existing structures and supports to respond.

Keeping people safe and protecting the vulnerable and victims of crime remains our central mission. Our role brings us in contact with people who have experienced injury, trauma and people who are suspected of wrongdoing. In every case, it is incumbent on us to

protect their dignity and human rights and ensure a just outcome for all. It is through a clear focus on visibility, the vulnerable, victims and human rights that our values will be given practical effect.

An Garda Síochána Strategy Statement (2022-24) will bridge one of the most encompassing and transformative changes in the history of the force. A Policing Service For Our Future (APSFF) provides a roadmap to implement the recommendations of the Commission on the Future of Policing in Ireland Report (2018). It will be completed in the first half of our new Strategy Statement and its centrality to our work is reflected in many of the strategic objectives for the coming three years.

Nearly one hundred years ago, the first Commissioner Michael Staines of An Garda Síochána said: *“The Garda Síochána will succeed not by force of arms or numbers, but on their moral authority as servants of the people.”* This remains true and under this strategy we plan to embed even further our commitment to ethical decision-making at all levels, underpinned by clear structures of monitoring performance and accountability, empowering our people to understand their role in keeping people safe.

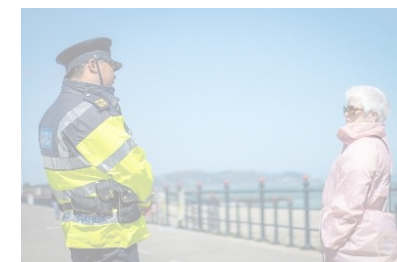
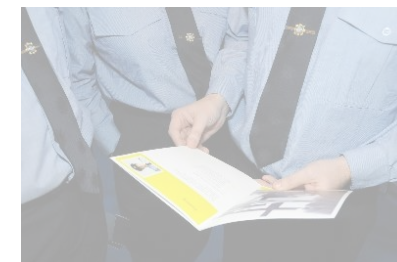


J. A. Harris  
**Commissioner, An Garda Síochána**

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# Consultation Process



## Purpose of Consultation

Section 21 of the Garda Síochána Act 2005, as amended, requires that the Commissioner shall prepare and submit a Strategy Statement. The Strategy Statement should include: a mission statement; medium term objectives and strategies to achieve them; expected outputs and outcomes; issues of concern to Government departments and agencies and a plan for managing such issues.

### External Consultation

Engaging with key external stakeholders in government and civil society to capture their views on priorities for the Strategy Statement. Engaged at the citizen level for the views of hard-to-reach groups and the larger society. Groups included; Government departments and agencies, NGOs, under-represented groups, citizens.



### Internal Consultation

Commencing preliminary internal engagement with functional areas within An Garda Síochána. The importance of managing expectations as to what can be achieved in this regard has been stressed. Consultation covered Garda Members and Staff, senior leadership and Garda departments.



### Horizon Scanning

“Scanning the horizon” included the consideration of work being done by other police services in this area and likely trends in policing over the next three years. Key themes from this consultation were; programme for government, legislation, international best practice, future opportunities and challenges.



# Strategy Statement Overview



## Mission

An Garda Síochána has a clear mission statement, to “**Keep People Safe**”, and we are fully committed to this.

What it means to keep people safe is continually changing, and so must our response. The pandemic has brought us closer to the community and we are emerging stronger and ready to go further.

To deliver our mission, we must become more effective and efficient in how we deliver our services, and future proof our organisation to respond to the ever-evolving needs and demands of the communities we serve.

Our policing model must also be increasingly agile to address the emerging and changing nature of transnational crime.

## The Environment

An Garda Síochána has gone through considerable change and evolution during its history. During the COVID-19 pandemic the organisation has shown agility in addressing the country’s needs. This has demonstrated that the organisation is adaptable, can pivot at pace and be resilient to external factors.

This strategy is set against a backdrop of post-pandemic society that has accelerated the merging of our physical and digital worlds. It will also continue to bring a degree of global political and economic uncertainty.

The organisation has made significant progress towards its transformation objectives while responding to the challenges of COVID-19. Embracing change will continue with the introduction of new legislation and reform in oversight structures, leading to enhancements in partnerships, policing and state security.

During the lifetime of this strategy we remain committed to evolving and meeting changing policing demands in a changing society.

## Ambition and Vision

We will continue to strengthen capacity and capability across the organisation, building on existing knowledge and expertise to ensure we are at the forefront of policing and state security globally.

This means:

We will be present and accessible in the most appropriate way to keep people safe, protecting the vulnerable, showing excellence in community policing whilst growing our specialist capabilities in the context of crime investigation and state security.

We will embrace the digital world, enhancing our connectivity and ability to respond to the changing landscape of policing.

We will empower our people to operate to their fullest potential through continuous support.

We will use information at our disposal, in an ethical manner, to make sound decisions.

We will embrace agility in all areas of our organisation to respond with pace and purpose.

We will continue to harness our strengths, maintaining our integrity and our focus on Human Rights.

# Our Mission



An Garda Síochána is a community-focused organisation with a mission of:

**“ Keeping People Safe ”**

# Strategy Statement Overview



## Pillars



### Community

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



### Tackling Crime & Preventative Policing

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



### Victims & the Vulnerable

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



### Protecting the Security of the Irish State

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



### Sustainable Change & Innovation

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

## Enablers



### People & Purpose



### Partnerships



### Engagement



### Empowerment & Trust



### Information-Led Policing

**The pillars and enablers are underpinned by aligned functional strategies and clear structures, governance and accountability and a commitment to Human Rights**



# Strategic Pillars





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

### Strategic Outcomes

The public and external stakeholders are engaged with An Garda Síochána locally and nationally and understand our role in the community.

People across all communities know and trust An Garda Síochána and are confident in reporting crime.

Problem-solving in partnership with local communities and stakeholders, resulting in sustainable solutions to community safety concerns.

### Strategic Priorities

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

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

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

# Tackling Crime & Preventative Policing

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

## Strategic Outcomes

An information-led policing approach, anticipating and responding to crime at all levels, optimising the use of available resources.

An Garda Síochána has developed new and enhanced specialist capabilities to address the major crime trends in the state.

Increased capacity for preventative policing to prevent and disrupt crime.

## Strategic Priorities

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

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

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

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

# Strategic Pillar: Victims & the Vulnerable

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

## Strategic Outcomes

Deliver a victim centric approach to keeping people safe and protecting the vulnerable.

Support all vulnerable persons throughout their experience with An Garda Síochána.

Our services are increasingly accessible to all who need them, across physical and online spaces.

## Strategic Priorities

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

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

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

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

# Protecting the Security of the Irish State

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

## Strategic Outcomes

Increased capacity of An Garda Síochána to proactively identify and disrupt potential terrorism and the activities of hostile actors.

An Garda Síochána has a clear picture of domestic and international threats and has the capacity to respond.

Strengthen national and international partnerships by building on our ability to deliver intelligence-led operations.

## Strategic Priorities

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

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

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

# Sustainable Change & Innovation

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

## Strategic Outcomes

An organisation committed to embedding and sustaining the changes and improvements required to be a dynamic and adaptable police service.

Employees feel supported and encouraged to communicate their ideas for improvements, innovation and can quickly adopt new trends and approaches in their role.

An agile organisation that proactively and innovatively addresses emerging and future challenges.

## Strategic Priorities

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

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

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

Bring an environmentally sustainable approach to what we do.



# Enablers



Enabler:

# People & Purpose

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

## Outcomes

### Recruit

An Garda Síochána is an employer of choice, reflecting the diversity of Irish society.

### Develop

Garda personnel have the appropriate training, information and supports they need to succeed in their role.

### Empower

A transparent and responsible police service citizens trust and value, with employees empowered to make a difference.

### Retain

Garda personnel feel safe and supported in their working environment, with wellbeing and balance at the forefront.

## Priorities

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

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

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

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

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

Enabler:

# Partnerships

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

## Outcomes

### Community

Effective outcomes through a 'whole of service' approach, working in partnership to support the organisation's mission of keeping people safe.

### National

Effective collaboration across Government Departments, NGOs, agencies, oversight bodies and Community partners.

### International

Collaborate with our international partners in the prevention and detection of crime, and to share best practice.

### Other Opportunities

Exploring new partnership opportunities, leveraging Ireland's European and Global connectedness.

## Priorities

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

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

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



Enabler:

# Engagement

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

## Outcomes

### Communication

Clear, consistent, open and engaging communications, both internally and externally.

### Inclusive Engagement

Strengthened ability for engagement, seeking to understand the diverse needs of our personnel and the communities we serve.

### Tailored

A transparent and responsible police service citizens trust and value, with employees empowered to make a difference.

## Priorities

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

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

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



Enabler:

# Empowerment & Trust

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

## Outcomes

### Ethics

A trusted, reputable and ethical organisation, with our Code of Ethics and protection of Human Rights at the core of what we do.

### Decision Making

Optimal outcomes delivered through empowered, agile and ethical decision-making.

### Structure

Personnel empowered to deliver an effective service through clearly defined roles, responsibilities and supports.

## Priorities

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

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

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

# Information-Led Policing

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

## Outcomes

### Information-led

Data is transformed effectively into knowledge, building an informed organisation, empowering decision-making at all levels.

### Internal

Digitalisation and the use of smart applications providing timely information and insights to Garda personnel empowering them to work more effectively and collaboratively.

### External

Increased collaboration and partnership opportunities supporting greater efficiencies, consistency and confidence in our data collection and quality.

## Priorities

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

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

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



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