



AN GARDA
SÍOCHÁNA

POLICING
PLAN
2023





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Foreword

The Policing Plan 2023 is the second of three annual plans building on the objectives of our 2022-2024 Strategy Statement. This plan sets out how An Garda Síochána will continue to uphold our core commitment to keeping people safe, grounded in the principles of our Code of Ethics and our dedication to Human Rights.

Throughout 2022 local communities across the State gathered to mark the Centenary of An Garda Síochána. As we shared in celebrating the history of our police service together, it allowed us to reflect on the unique place that An Garda Síochána has been given in Irish society, and the responsibilities this brings. At a time of global political and economic uncertainty, our dedication to keeping people safe and protecting the community remains as steadfast as it was in 1922.



The 2023 Policing Plan will give effect to our strategic priorities of strengthening community partnerships, proactively preventing, disrupting and detecting crime, supporting the needs of victims, and safeguarding the security of the State. We will continue to embed innovative and sustainable ways of working, grounded in the principles of the Commission on the Future of Policing in Ireland, recognising that we will be continually evolving and changing to meet the needs of the communities we serve.

The further rollout of An Garda Síochána Operating Model in 2023 will deliver streamlined, efficient structures focused on community-led service. The rollout of the new GardaSAFE emergency response system will support our commitment to victims by enhancing response standards, and ensuring that instant and vital information is provided to Gardaí on the frontline. The continued deployment of the Roster and Duty Management System will support the optimal use of the resources available to An Garda Síochána to ensure that the right resources are available for the community.





It is fundamental that all victims receive the support they need, particularly victims of domestic, sexual and gender-based violence and those experiencing hate crime. Through our victim centred approach, we will advance our capability to provide consistent supports and services. We will continue to reach out and build trust with our communities, to deliver a policing service that reflects and embraces the diversity of our society.

As the nature and threat of crime constantly evolves in a digital age, we will continue to grow our capacity to protect citizens and the State. We will enhance our ability to investigate and detect cyber-enabled and economic crime. We will continue our investment in digital connectivity, which has given Gardaí real-time remote access to information and intelligence through their mobile devices.

As an organisation, we understand that our people are our greatest asset. We will ensure that all of our personnel feel supported and cared for, particularly when faced with trauma, crisis or mental health challenges. Guided by the findings of An Garda Síochána second Culture Audit, our commitment to supporting the careers of Garda Members and Garda Staff through investment, learning and development will continue.

The unprecedented and unpredictable challenges of recent years have shown An Garda Síochána to be an adaptable, agile, and determined organisation. We will continue to rely on and harness these strengths in 2023, guided by our unwavering commitment to keeping people safe.

A handwritten signature in black ink, reading 'JA Harris', is positioned above the printed name.

JA Harris

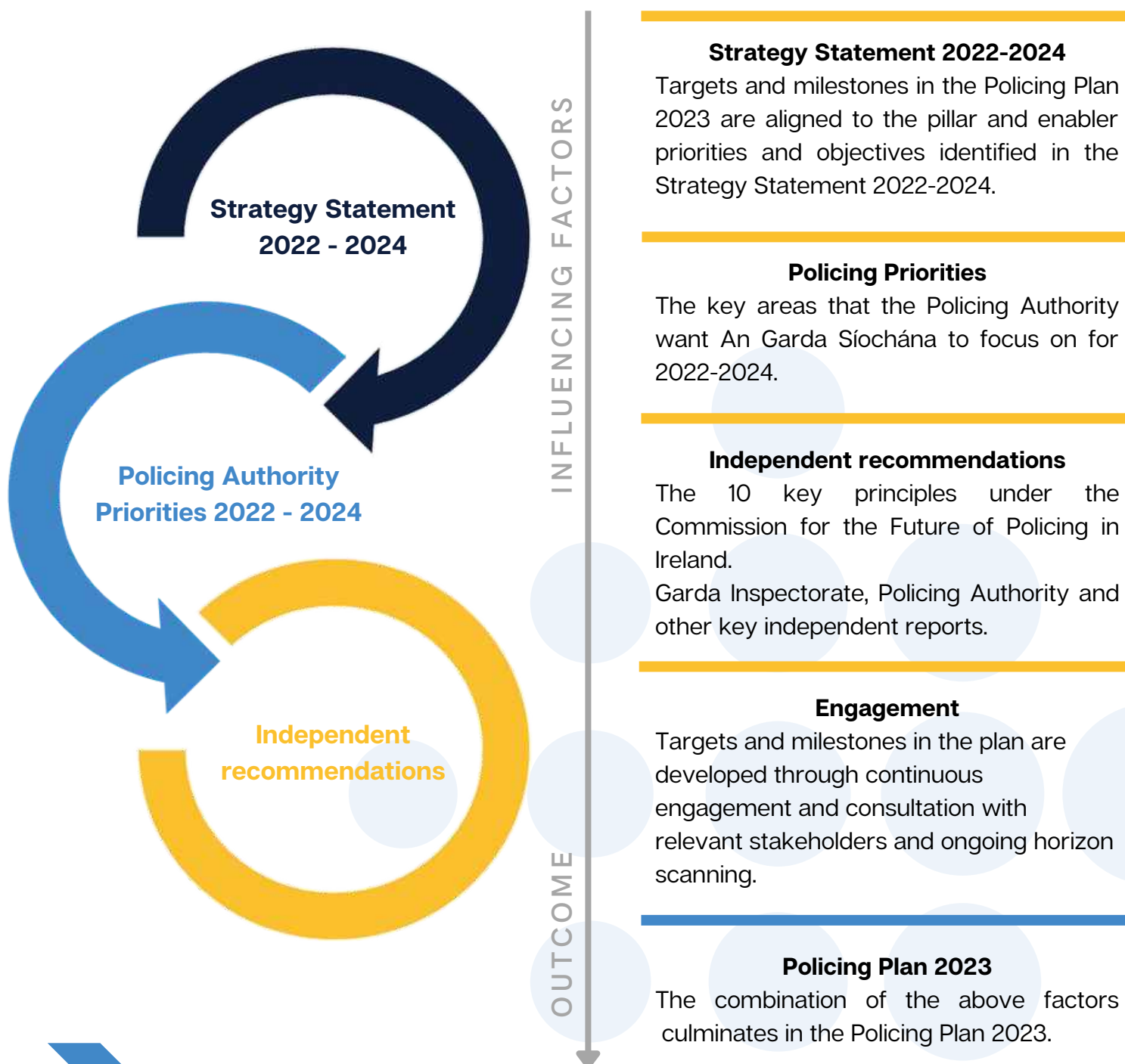
Commissioner

An Garda Síochána



National Policing Plan 2023 Development

The National Policing Plan 2023 has been developed utilising a range of sources, influencing factors and consulted parties, an overview of which are outlined below.





Policing Plan Governance Structure

The Policing Plan is anchored on the mission statement of An Garda Síochána. National targets cascade down to Divisions who realise and demonstrate outcomes and benefits, aligned to the organisation’s strategic priorities



Reporting on delivery of targets and progress

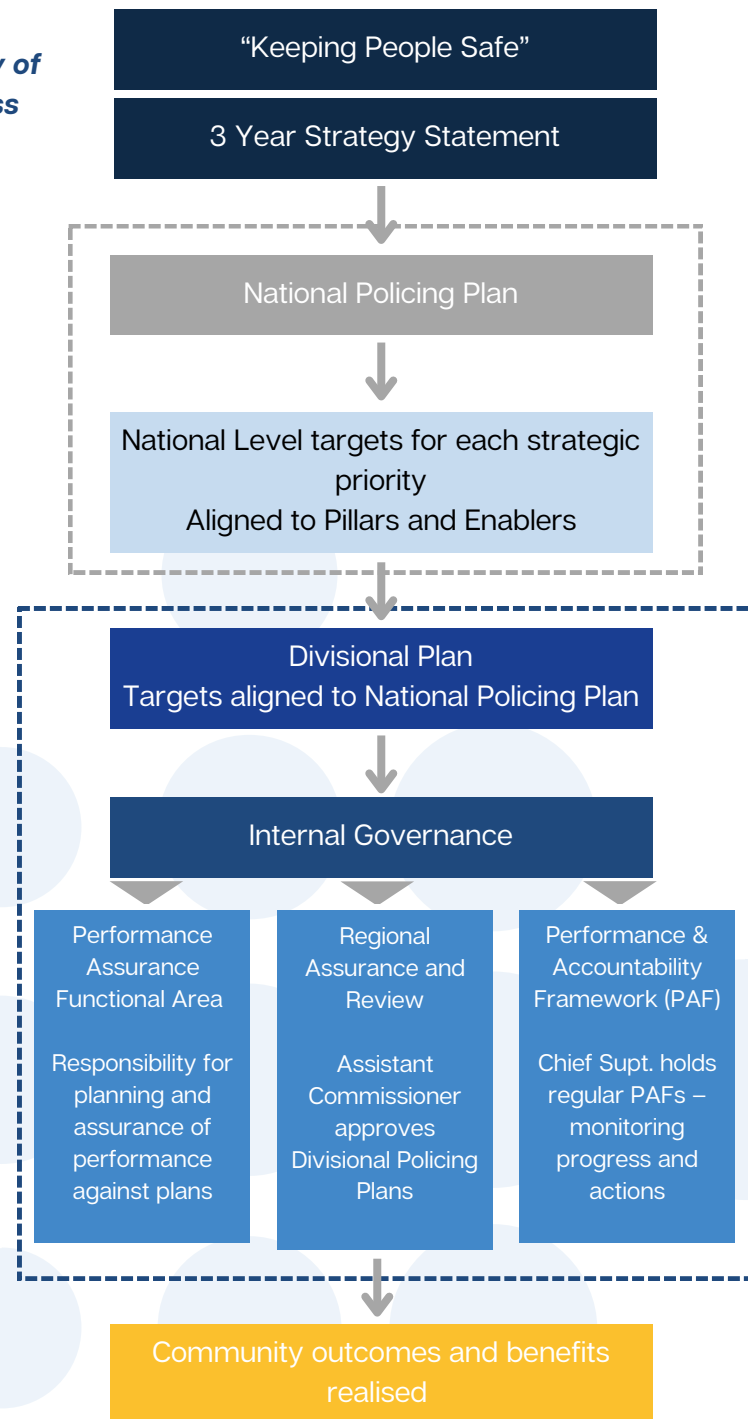
National Policing Plan sets the organisational targets and outcomes that are cascaded down throughout the organisation and will be realised through National Function and Divisional performance.

The achievement of policing plan objectives will be reported at a national level based on organisation-wide outputs incorporating key Divisional-level achievements.

Each of the 19 Divisions develop their annual plan to support the achievements of the national objectives at a local level.

Divisional Plans are aligned to the National Plan, however, Divisions have scope to add additional targets, initiatives etc. providing autonomy within a Corporate Framework.

Divisional Policing Plans are available at garda.ie.





Context

An Garda Síochána has a clear mission statement, to “Keep People Safe”.

Our ambition and vision for the Strategy Statement 2022 – 2024 period is to 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.

Policing Plan 2023 is the second of three national plans that sets out the activities that An Garda Síochána will undertake to realise this ambition.

Some of the key activities that we will progress in 2023 are as follows;

- Finalise rollout of the Community Policing Framework
- Roll out the Operating Model at Regional, National and Divisional level
- Implement a system of outcomes-based measurement for all crime types
- Further implementation of our Data and Technology vision, including the rollout of GardaSAFE emergency response system

We are continuing to strengthen our capability to adapt to meet the future policing needs of our communities by:

- Ensuring a consistent approach to victims, through a continual focus on capability building and ongoing engagement with those at risk of harm
- Increasing our investigative capability to respond to fraud and cyber-enabled crime
- Commencing a pre-pilot for Community Access Support Teams
- Progressing priority areas under ‘A Policing Service for our Future’ to enhance the capacity of our enabling functions
- Improving the consistency of our data





PILLARS





PILLARS OVERVIEW



1. Community



2. Tackling Crime & Preventative Policing



3. Victims & the Vulnerable



4. Protecting the Security of the Irish State

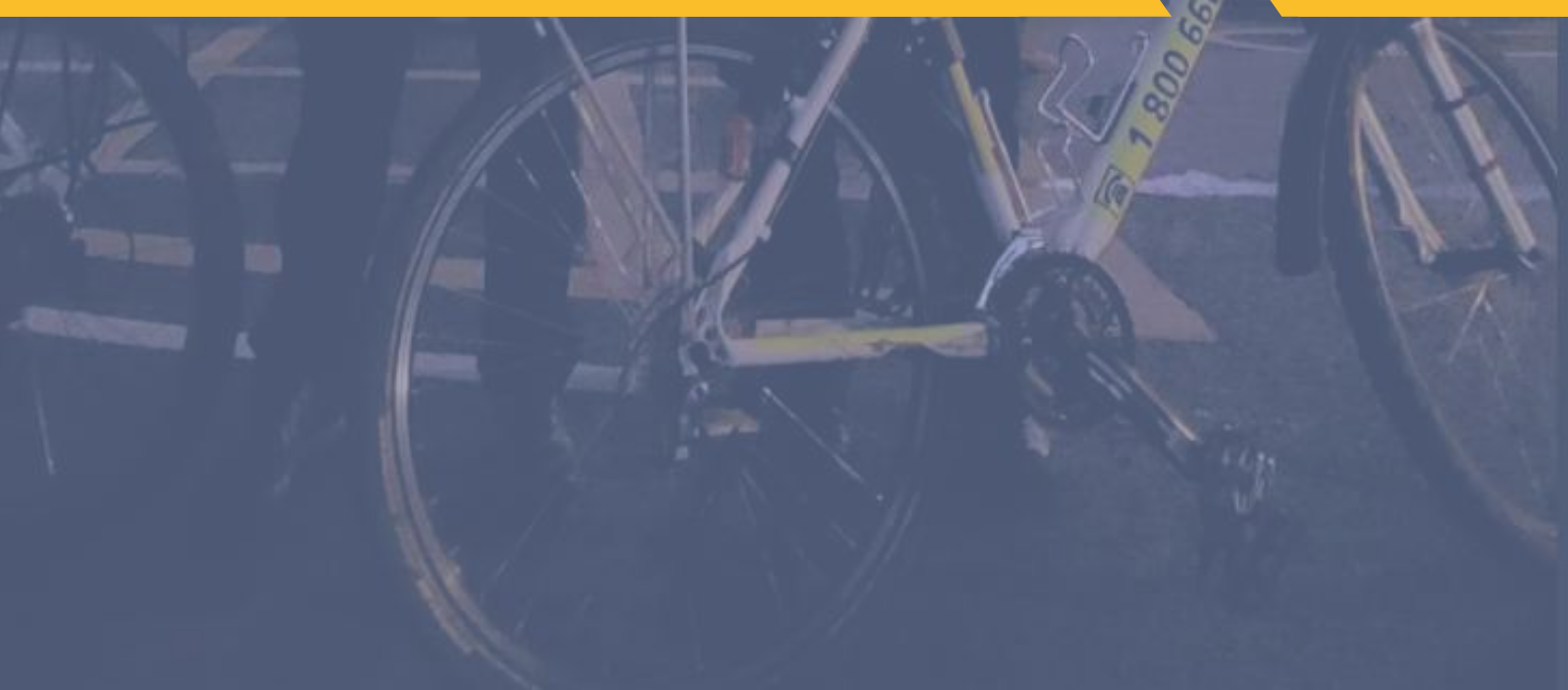


5. Sustainable Change & Innovation



PILLAR 1

COMMUNITY





Pillar 1 - Community



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

2023 Target

How will we achieve this?

- | | |
|---|---|
| <p>1.1 Work in partnership, through the Community Policing Framework, developing sustainable solutions to community concerns</p> | <p>Finalising the rollout of the Community Policing Framework to all Divisions, overseeing and evaluating its impact and effectiveness</p> |
| <p>1.2 Deliver a policing service that recognises the diversity of the people we serve</p> | <p>Assessing the supports provided to victims of hate crime, engaging with communities at risk and monitoring reporting levels. Ongoing review and development of the National Diversity Forum, and rolling out Cultural & Diversity Awareness Training</p> |
| <p>1.3 Work in partnership with other agencies to combat the harm caused by drug dealing in communities</p> | <p>Continuing to engage with partner agencies to progress initiatives under the National Drug Strategy, Drugs Related Intimidation and Violence Engagement programme and providing support through our Drug Related Intimidation Reporting Programme.</p> |

Impact

- The Community Policing Framework provides a methodology through which quality of life issues, relevant to the role of An Garda Síochána, are addressed in partnership to reduce harm, and fear of crime in communities.
- Through the delivery of initiatives under the Equality, Diversity and Inclusion Strategy, communities will know and understand the role of An Garda Síochána and see us as an organisation which ensures that all communities have a voice, thereby increasing confidence in reporting crime, with a particular focus on hate crime.
- By working effectively in partnership with other agencies, we will reduce the risk of harm in our communities and impact criminals' ability to; distribute controlled drugs, undermine confidence in authorities, infiltrate and undermine legitimate business, instil fear and use violence within communities.



PILLAR 2

TACKLING CRIME &
PREVENTATIVE POLICING





Pillar 2 - Tackling Crime & Preventative Policing



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

2023 Target

How will we achieve this?

2.1

Deliver proactive, intelligence-led responses to volume crime to address current and emerging trends

Conducting responsive and timely operations to tackle current and emerging crime trends

2.2

Continue to enhance our capacity to address fraud and cyber-enabled crimes

Delivering targeted crime prevention advice while further developing our investigative capability to respond to complex fraud and cyber-enabled crime, aligned to the recommendations of the Hamilton report

Developing public and private partnerships and engaging with international partners to strengthen our effectiveness

2.3

Proactively disrupt Organised & Serious Crime in collaboration with national and international partners

Ongoing collaboration with internal, national and international partners to enhance awareness and disrupt organised criminal activity

Implementing and evaluating the National Criminal Intelligence Framework and completing and reviewing the Organised Crime Group Threat Assessment Tool

Impact

- An Garda Síochána will make optimal use of available resources to anticipate and address current and emerging crime trends in urban, rural and private spaces, recognising the blending of our physical and digital worlds, to enable proactive crime prevention and prevention of harm in our communities.
- Through ongoing collaboration with our partners, An Garda Síochána will impact on the scope of criminality that Organised Crime Gangs and Transnational Criminal Organisations can engage in.
- The implementation of an objective, decision-making framework will support crime prevention and harm reduction through strategic, information-led and effective enforcement strategies to target serious crimes, prolific offenders and other identified threats to our communities.



PILLAR 3

VICTIMS & THE
VULNERABLE



202-D-17868



Pillar 3 - 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

2023 Target

How will we achieve this?

3.1 Ensure all victims interacting with An Garda Síochána receive the appropriate service and supports with a particular focus on domestic, sexual and gender-based violence

Enhancing the capability of the Divisional Protective Services Units to ensure a consistent level of service and building a greater understanding of coercive control and gender-based violence. Implementing the recommendations of the O'Malley report

3.2 Embed a system of outcomes-based measurement for all crime types, in addition to standard statistical reporting of crime

Building on work completed under the 2022 National Policing Plan to enable the commencement of a national rollout of outcomes-based reporting

3.3 Promote and enforce responsible behaviour on our roads working in partnership with the Road Safety Authority and other partner agencies

Implementing Roads Policing initiatives and working in partnership with other agencies, particularly the Roads Safety Authority, under the Vision Zero Phase 1 Action Plan 2021-2024

Impact

- We will continue to enhance our victim centric ethos, working on an on-going basis to improve and ensure consistency of appropriate supports for victims and people at risk.
- Implementing a system of outcomes-based measurement for all crime types will provide An Garda Síochána with insights that will inform victims, stakeholders and policy formation.
- Communities will have confidence in our road network as a result of effective roads policing, education, awareness building, and working with our partners to have safer roads and a reduction in Fatal and Serious Injury collisions.



PILLAR 4

PROTECTING THE SECURITY
OF THE IRISH STATE





Pillar 4 - 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

2023 Target

How will we achieve this?

4.1 On-going implementation of the Security Service Development Plan strengthening the security and intelligence capability of An Garda Síochána

Continuing the progression of the Security Service Development Plan, as reported to the Department of Justice

4.2 Ensure preparedness for major emergencies through training, ongoing awareness building in An Garda Síochána and engagement in Major Emergency Management activities

Rolling out training and developing key systems to enhance our capacity to respond to Major Emergencies

Ongoing engagement with our partner agencies maintaining our capacity and capability to respond to a Major Emergencies

4.3 Conduct intelligence-led operations, continuing to work in partnership with domestic and international agencies to proactively identify and disrupt terrorism and the activities of hostile actors

Ongoing intelligence-led operations to protect the security of the State, reported on directly to the Department of Justice

Impact

- Through ongoing implementation of the Security Service Development Plan, An Garda Síochána will have increased capability and capacity to identify and disrupt potential terrorism and the activities of hostile actors, reducing risk to the State and harm in our communities.
- The capacity of An Garda Síochána to respond, with our inter-agency partners and community stakeholders, to major emergencies will be maintained and enhanced.



PILLAR 5

SUSTAINABLE CHANGE &
INNOVATION





Pillar 5 - Sustainable Change & Innovation



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

2023 Target

How will we achieve this?

5.1 Enhance change capacity and capability in An Garda Síochána through the continued implementation of the Change Management Capacity-building Plan

Piloting and further rolling out a Change Support Network and Change Toolkit to enhance communication and collaboration on change activities

5.2 Evolve towards a future state for An Garda Síochána, strengthening effectiveness, service delivery and realising our strategic objectives, underpinned by the principles of the Commission on the Future of Policing in Ireland

Progressing Strategic Workforce Planning, the Recruitment Taskforce and the development of a Human Resources Information System

Progressing activities, such as costing of policing and multi-annual budgeting, to enhance the capacity and capability of Finance & Services to strategically manage our resources and support the revised internal infrastructure as outlined in the Policing and Community Safety Bill

5.3 Build on existing sustainable practices in An Garda Síochána through the development of a Garda Environmental Sustainability Plan aligned to the Government Climate Action Plan

Engaging and empowering Divisional Facilities Managers on sustainable practices. Expanding the ISO 50001 accreditation and training, and building additional infrastructure for an electric vehicle fleet

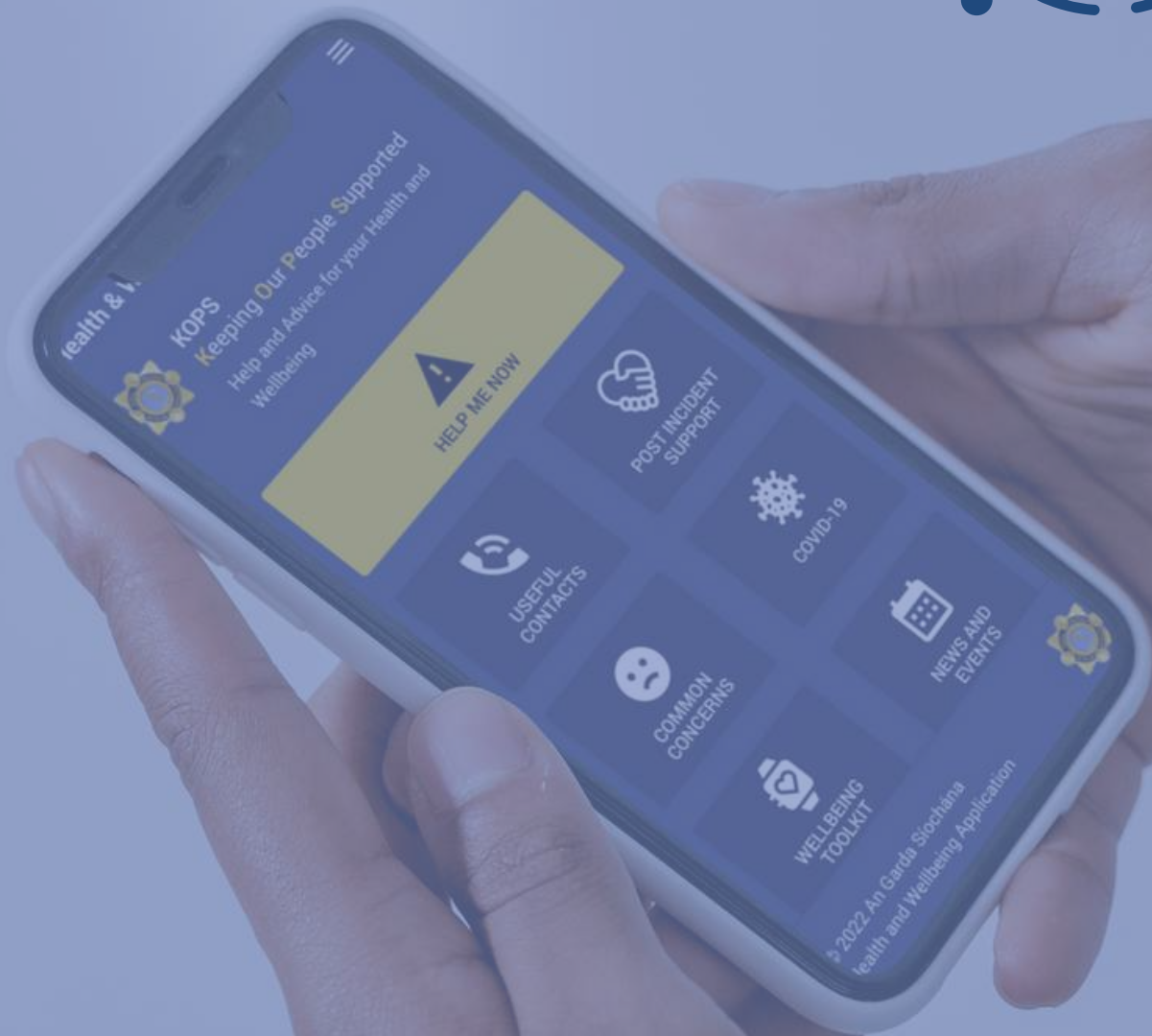
Launching an Environmental Sustainability Plan

Impact

- We will continue to embed and sustain the changes and improvements required to be a dynamic and adaptable police service, realising the vision of the Commission on the Future of Policing in Ireland.
- The change capacity of the organisation will be enhanced through improved communication, collaboration and opportunities for personnel, most impacted by change, to provide feedback.
- We will create the capacity to deal with emerging and future sustainability challenges bringing an environmentally sustainable approach to service delivery



ENABLERS





ENABLERS OVERVIEW



1. People & Purpose



2. Partnerships



3. Engagement



4. Empowerment & Trust



5. Information-Led Policing



1. People & Purpose

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

2023 Target

E1.1

Enhance our capacity to provide appropriate Human Resources, Training, Learning and Development supports, enabling our personnel to succeed in their role

E1.2

Further support our personnel through the implementation of health and wellbeing initiatives aligned to the principles of the Health and Wellbeing Strategy

How will we achieve this?

Implementing the HR Operating Model to strengthen human resources capacity and capability

Rolling out an Electronic Training Management System to support the training, learning and development infrastructure

Progressing relevant actions under the Equality, Diversity and Inclusion Strategy 2023-25

Aligning the implementation of the Garda Health and Wellbeing Strategy to 'Healthy Ireland at Work' - A National Framework for Healthy Workplaces in Ireland 2021-2025

Enhancing organisational capacity to support mental health and wellbeing at all levels and strengthening the peer support infrastructure

Impact

- The activities under People & Purpose will increase our capacity to provide appropriate supports to our personnel, as an organisation that values their health, wellbeing, diversity and development.



2. Partnerships

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

2023 Target

How will we achieve this?

E2.1

Continue to work with partners to enhance our multi-disciplinary approaches

Continuing work on multi-disciplinary initiatives including Local Community Safety Partnership Pilots, Community Access Support Teams (CAST) and the Rural Safety Forum

Ongoing co-operation with Law Enforcement Agencies, with a particular emphasis on close cooperation with neighbouring police forces

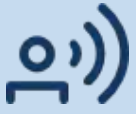
E2.2

Explore and develop opportunities for collaboration with specialists, universities, research hubs and internal and external thought leaders

Developing a framework to identify future policing challenges and exploring options such as joint research and partnership with other institutions and thought leaders

Impact

- Partnership working, through multi-disciplinary opportunities and approaches, will strengthen our service and effectiveness, and enable us to address community concerns, and current and emerging challenges, as part of a whole of Government response.



3. Engagement

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

2023 Target

How will we achieve this?

E3.1

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

Engaging with national and local level partners to understand and support the needs of our communities using pathways such as television, radio and social media appeals

Increasing the use of the Public Attitudes Survey to enhance our understanding of how our work is perceived by the communities we serve

E3.2

Understand and respond to the results of An Garda Síochána Culture Audit

Developing and progressing an implementation plan to address the findings of the 2022 Culture Audit, which will be further supported by focus groups conducted across the organisation to enhance understanding of the findings

Progressing Supportive Leadership Training for frontline supervisors

Impact

- We will have an enhanced understanding of the needs of our personnel, and the diverse range of communities that we serve. This will support the transformation of data into knowledge, building an informed organisation, and empowering decision-making at all levels.



4. Empowerment & Trust

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

2023 Target

How will we achieve this?

E4.1

Promote and strengthen professional conduct amongst An Garda Síochána personnel, fostering a culture of empowerment and trust

Progressing key activities under the Human Rights Strategy 2022 – 2024

Introducing In-Career Vetting and Substance Misuse Testing

Continuing to embed the Code of Ethics

Implementing accepted independent recommendations with a focus on key areas including Custody Management and the CAD999 review

E4.2

Roll out An Garda Síochána Organisational Operating Model

Continuing the rollout of the Operating Model at Divisional, Regional and National level

Impact

- Through a culture of reflection and learning, An Garda Síochána will maintain public confidence and trust. This will be enabled by the implementation of independent recommendations, such as those relating to the management of CAD999, custody management and corruption.
- There will be improved services delivered consistently across Divisions, with Regions and Divisions having greater control over how policing is delivered locally, while working within a corporate framework.



5. Information-Led Policing

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

2023 Target

How will we achieve this?

E5.1

Enhance information-led policing through the implementation of the 2023 ICT Roadmap, advancing the realisation of our the Data and Technology Vision

Delivering key projects under the ICT Roadmap 2023, enabling the organisation to significantly advance the realisation of our Data and Technology Vision

E5.2

Improve the consistency of our data by operationalising the data quality process, validated by an external review

Working towards lifting the CSO reservation by operationalising key components of the Data Quality Action Plan

Impact

- These activities will enable consistent and quality data management, and the delivery of Information-led Policing across the organisation, with benefits realised across all pillars, particularly those relating to Community, Tackling Crime & Preventative Policing, and Victims & Vulnerable.



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