



2024 POLICING PLAN

AN GARDA SÍOCHÁNA



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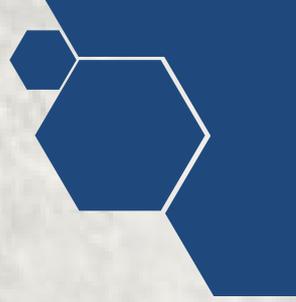
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FOREWORD

Policing Plan 2024 is the third and final annual plan produced by An Garda Síochána under our 2022 – 2024 Strategy Statement. Building on the progress and momentum of the past two years, Policing Plan 2024 sets out how we intend to realise our mission of Keeping People Safe through the delivery of responsive effective and efficient services that meet the needs of our communities, while moving forward on our path of service, growth, innovation and continuous improvement.



Policing Plan 2024 has been developed in a context of challenge and change across Irish society, reflected in the nature of the new, evolving and unpredictable demands facing both An Garda Síochána and the wider public service. This Policing Plan recognises those challenges, and sets out how we will ensure that we have the agility and focus to support community safety, prevent and detect crime, safeguard victims, help to make our roads safer, and protect the security of the State. It outlines how we will achieve this as an organisation that values and enables our personnel through investments in supports, systems, services and sustainable ways of working.

As with the two previous Policing Plans developed under our 2022-2024 Strategy Statement, Policing Plan 2024 will prioritise and progress actions across five strategic pillars: Community, Tackling Crime and Preventative Policing, Victims and the Vulnerable, Protecting the Security of the State, and Sustainable Change and Innovation. This activity will be supported and enhanced by five enabling functions: People and Purpose, Partnerships, Engagement, Empowerment and Trust, and Information-Led Policing. The specific targets developed under each of these areas reflect broad, cross-organisational approaches that will ensure that we deliver an effective, efficient, information-enabled and visible policing service, grounded in the values of our Code of Ethics and our commitment to Human Rights.



FOREWORD

Among the initiatives that will be developed and progressed under Policing Plan 2024 include a new Younger Persons Plan; preparations for the pilot introduction of Body Worn Cameras for Garda personnel; the next phase of the GardaSAFE dispatch system; creation of a Mental Health First Aid network to support the health and wellbeing of our personnel; and moving ahead with our partners to collaboratively engage with and solve problems in our communities, including the development of a new Divisional Diversity Forum model, and the ongoing rollout of Local Community Safety Partnerships.

Policing Plan 2024 comes at a junction point in the history of An Garda Síochána. As implementation of the principles of the Commission on the Future of Policing concludes, the new Policing, Security and Community Safety Bill will reset and realign the statutory framework within which we deliver our services, engage with our partners and oversight agencies, and support our personnel. Adapting to this new landscape in 2024, and beyond, will enable An Garda Síochána to move forward as an innovative, robust and trusted organisation with a fixed focus on tackling crime, protecting communities and the vulnerable, and Keeping People Safe.



JA Harris
Commissioner
An Garda Síochána



POLICING PLAN 2024

DEVELOPMENT

In line with our framework for strategy and planning, the National Policing Plan 2024 has been developed utilising a range of sources, influencing factors and consulted parties, an overview of which are outlined below.



Strategy Statement 2022-2024

Targets and milestones in Policing Plan 2024 are aligned to the pillar and enabler priorities and objectives identified in the Strategy Statement 2022-2024.

Policing Priorities

The key areas that the Policing Authority want An Garda Síochána to focus on for 2022-2024.

Independent recommendations

The 10 key principles under the Commission for the Future of Policing in Ireland, the Garda Inspectorate, Policing Authority and other key independent reports.

Engagement

Targets and milestones in the plan are developed through continuous engagement and consultation with relevant stakeholders, and ongoing horizon scanning.

Policing Plan 2024

The combination of the above factors culminates in the Policing Plan 2024.



GOVERNANCE STRUCTURE



Reporting on delivery of targets and progress

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

The achievement of Policing Plan objectives at a national level is monitored by the Garda Executive and the Senior Leadership Team. Reporting is based on organisation-wide outputs, incorporating key Functional and Divisional-level achievements.

Each Division develops an annual Policing Plan that supports the achievement of the national objectives at a local level.

Divisional Plans are aligned to the National Policing Plan, however, Divisions have scope to add additional targets and initiatives, providing autonomy within a corporate framework.

The National and Divisional Policing Plans are published at garda.ie.



PILLARS



PILLARS OVERVIEW



Pillar 1 - Community



Pillar 2 - Tackling Crime & Preventative Policing



Pillar 3 - Victims & the Vulnerable



Pillar 4 - Protecting the Security of the Irish State



Pillar 5 - Sustainable Change & Innovation



PILLAR 1

Community





PILLAR 1 Community

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



Work in partnership to develop sustainable solutions to address community safety concerns, including the harm caused by drugs

We will focus on preventing harm and increasing safety in our communities, enabled by the principles of community policing and alignment to the organisation's Operating Model. We will work with our partners to implement a revised model for offender management, and will develop a targeted plan to meet the policing needs of younger people. We will combat the harm inflicted on communities by drugs, in collaboration with partner agencies, by progressing actions under the National Drug Strategy, 'Reducing Harm, Supporting Recovery 2017-2025'.



Engage across all communities to deliver a policing service that understands and responds to the diverse needs of society

Guided by our Equality, Diversity and Inclusion Strategy, we will grow our relationships with ethnic, diverse and minority communities at local and national level. This will be realised through partnership working and engagement, with a focus on diversity, piloting of a Divisional Diversity Forum, and delivery of training across our organisation.

IMPACT

Through the delivery of a consistent, visible and engaged Community Policing service at local and national level, we will increase public safety and maintain the trust and confidence of our communities. By proactively addressing sources of harm in our communities, specifically the proliferation of drugs and serious recidivist offending, we will embed a preventative, proactive, problem-solving approach to keeping people safe.

Listening to, engaging with and cultivating relationships across all communities will ensure that we understand their needs, and that victims of crime, particularly victims of hate crime, can have trust and confidence in An Garda Síochána.



PILLAR 2

Tackling Crime and Preventative Policing



GARDA

GARDA





PILLAR 2

Tackling Crime & Preventative Policing

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



Proactively identify, target and disrupt crime at all levels, including new and emerging crime types

We will achieve this target through conducting information-led, timely and responsive operations to tackle current, seasonal and emerging crime types, including serious and organised crime, in collaboration with partners at local, national and international level. We will focus on raising public awareness and understanding of the threat and impact of crime through outreach, engagement and the provision of crime prevention advice.



Enhance our capacity and capability to address crime through coordination, collaboration and information-led approaches

We will expand our ability to investigate and detect crime through the delivery of enhanced structures, systems and analytical capability. This will be enabled by further investment in technology, professional specialist skills and infrastructure, including the rollout of the National Criminal Intelligence Framework and progressing the establishment of a Cybercrime Hub in Cavan.

IMPACT

Through utilising information-led approaches at Divisional, Regional and National levels, and striving to enhance our capacity and capability as an organisation, we will ensure the most efficient and effective use of our resources to anticipate and tackle crime.

Co-ordination of enforcement activity with national and international partners, aligned with the priorities of the European Multidisciplinary Platform Against Criminal Threats (EMPACT), will disrupt the ability of Organised Crime Gangs and Transnational Criminal Organisations to operate in and inflict harm on our communities.



PILLAR 3

Victims & the Vulnerable





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



Work in partnership to provide victims of crime with appropriate services and supports, with a particular focus on domestic, sexual and gender-based crime

We will embed our victim-centred approach at all levels, grounded in the provision of specialised, accessible and consistent supports. This will include implementing actions under the third national strategy on Domestic, Sexual and Gender Based Violence, enhancing our communications with victims, advancing our technological supports, specialised training for our personnel, and co-ordinated media campaigns to raise awareness around domestic abuse and coercive control.



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

Through awareness, engagement and enforcement, we will work with the Road Safety Authority and other partners to keep our roads safe and deliver on our responsibilities under the Government Road Safety Strategy 2021 - 2030. This will be achieved through multi-agency activity and awareness campaigns; responsive and information-led approaches to enforcement, and further enhancing the skills and capabilities of our Roads Policing personnel.

IMPACT

Embedding and enhancing local specialised services, such as Divisional Protective Services Units, will encourage victims of domestic, sexual and gender-based crime to have trust and confidence in reporting crime to An Garda Síochána. We will further enhance our ability to recognise, understand and respond to the specific and unique needs of victims, working closely with our partner agencies.

Through the delivery of responsive, intelligence-led road safety enforcement and awareness campaigns, we will build public confidence in our road network and target a reduction in fatal and serious injury collisions on our roads.





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



Protect the security of the State through intelligence-led operations, working in partnership with domestic and international agencies, and identifying and disrupting terrorist threats and hostile actors

We will conduct intelligence-led operations to proactively protect the security of the State from terrorist threats and hostile actors, working in collaboration with national and international partners.



On-going implementation of the Security Service Development Plan to strengthen the security and intelligence capacity and capability of An Garda Síochána

We will ensure that An Garda Síochána has the capacity and capability to protect the security of the State through implementation of the Security Service Development Plan.

IMPACT

Safeguarding the security of the State, and reducing the risk of harm to our communities, from terrorist threats and hostile actors through intelligence-led operations.

Through the implementation of the Security Service Development Plan, we will increase our security and intelligence capacity and capability to ensure the security of the State.





PILLAR 5

Sustainable Change & Innovation





PILLAR 5

Sustainable Change & Innovation

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



Embed the structures required to enhance our organisation's capacity and capability for change, and to support a culture of continuous improvement

We will implement the high level transition plan to realise the future state vision for strategy and transformation in An Garda Síochána. This will include enhancing the organisation's capacity and capability for change, progressing priority reform projects, and meeting the requirements of the new Policing, Security and Community Safety Bill.



Enable, develop and support sustainability across An Garda Síochána through implementation of the Climate Action Roadmap 2023-2030

An Garda Síochána will take action to support environmental sustainability through the implementation of our Climate Action Roadmap. This will include increased integration of electric vehicles into the Garda fleet, improving the energy efficiency of our buildings, and increasing awareness of environmental sustainability across the organisation.

IMPACT

A culture of innovation, continuous improvement and readiness to change will be fostered at all levels of An Garda Síochána, framed by the implementation of key reform projects and the provisions of the Policing, Security and Community Safety Bill. The development of a new framework to identify, implement and realise innovative ways of working will reflect a maturing organisational approach to change.

Through implementation of our Climate Action Roadmap, will reduce our energy consumption, embed environmentally-sustainable practices, and create capacity to deal with emerging and future sustainability challenges.





ENABLERS



ENABLERS OVERVIEW



1. People & Purpose



2. Partnerships



3. Engagement



4. Empowerment & Trust



5. Information-Led Policing



ENABLER 1

People & Purpose





ENABLER 1

People & Purpose

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



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

We will develop and implement future-facing, information-led strategies and structures to ensure An Garda Síochána can recruit, retain and develop our personnel. This will include a comprehensive People Strategy, the implementation of a new Human Resources Operating Model, and an agile approach to recruitment.



Support the health and wellbeing of our personnel through the implementation of our Health and Wellbeing Strategy

We will ensure that all of our personnel are supported in their work through the implementation of key actions under our Health and Wellbeing Strategy, including access to Mental Health First Aid.

IMPACT

We will enhance our capacity and capability to support our personnel and ensure An Garda Síochána is equipped with the right people and skills to deliver a policing service that is trusted across all communities.

All personnel will have direct and confidential access to a range of professional and accredited health and wellbeing supports and will know that they belong to an organisation that values, protects and promotes their health and wellbeing.



ENABLER 2

Partnerships





ENABLER 2

Partnerships

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



Work with partners to enhance a multi-disciplinary and 'whole of service' approach to keeping people safe

We will work with partners to strengthen collaborative approaches to service delivery at community, national and international level, including Local Community Safety Partnership Pilots, the National Rural Safety Forum, the Retail Theft Forum and the National Major Emergency Management Framework.



Explore, develop and embrace opportunities to collaborate across sectors to strengthen our evidence-based approach to service

We will embed an evidence-based policing chapter in An Garda Síochána, framed by building cross-sectoral partnerships, utilising internal and external research, learning from international best practice and strategic foresight.

IMPACT

Strengthening our service and effectiveness through partnership working, thereby maintaining public confidence in our ability to address community concerns and major emergencies through international, national and local co-operation.

Through the expansion of evidence-based policing capabilities in An Garda Síochána and leveraging partnerships, we will enhance our ability to anticipate and address current and emerging policing challenges.





ENABLER 3

Engagement





ENABLER 3 Engagement

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



Strengthen internal and external engagement through open and targeted communications

We will engage with our communities, across a variety of media platforms, to ensure that we understand and respond to their needs and priorities, anchored in the learnings of an expanded Public Attitudes Survey. We will further enhance our methods and approaches to internal communication.



Respond to the learnings of An Garda Síochána Culture Audit

We will implement a number of progressive actions and responses derived from the learnings of our Culture Audit, in order to further enhance our workplace culture, and foster a shared sense of pride and purpose among our personnel.

IMPACT

Clear, consistent, open and engaging communication, both internally and externally, will enable us to understand the needs of our communities and our personnel, whilst the increased use of our Public Attitudes Survey will support our ability to measure the impact of our policing service in the community, and transform this data into knowledge.

Progression of cross-organisational projects designed in response to our Culture Audit will seek to create a better working environment for our personnel, which in turn will support better service provision in our communities.



ENABLER 4

Empowerment & Trust





ENABLER 4

Empowerment & Trust

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



Promote and strengthen professional conduct and ethical behaviour in An Garda Síochána

We will ensure that robust measures are in place to support our personnel, tackle corruption, and promote the highest standards of conduct and ethical behaviour. This will include progressing key activities under our Human Rights Strategy, implementing accepted independent recommendations, continuing to live the Code of Ethics, and progressing the introduction of Substance Misuse Testing and In-Career Vetting to An Garda Síochána.



Roll out An Garda Síochána Organisational Operating Model

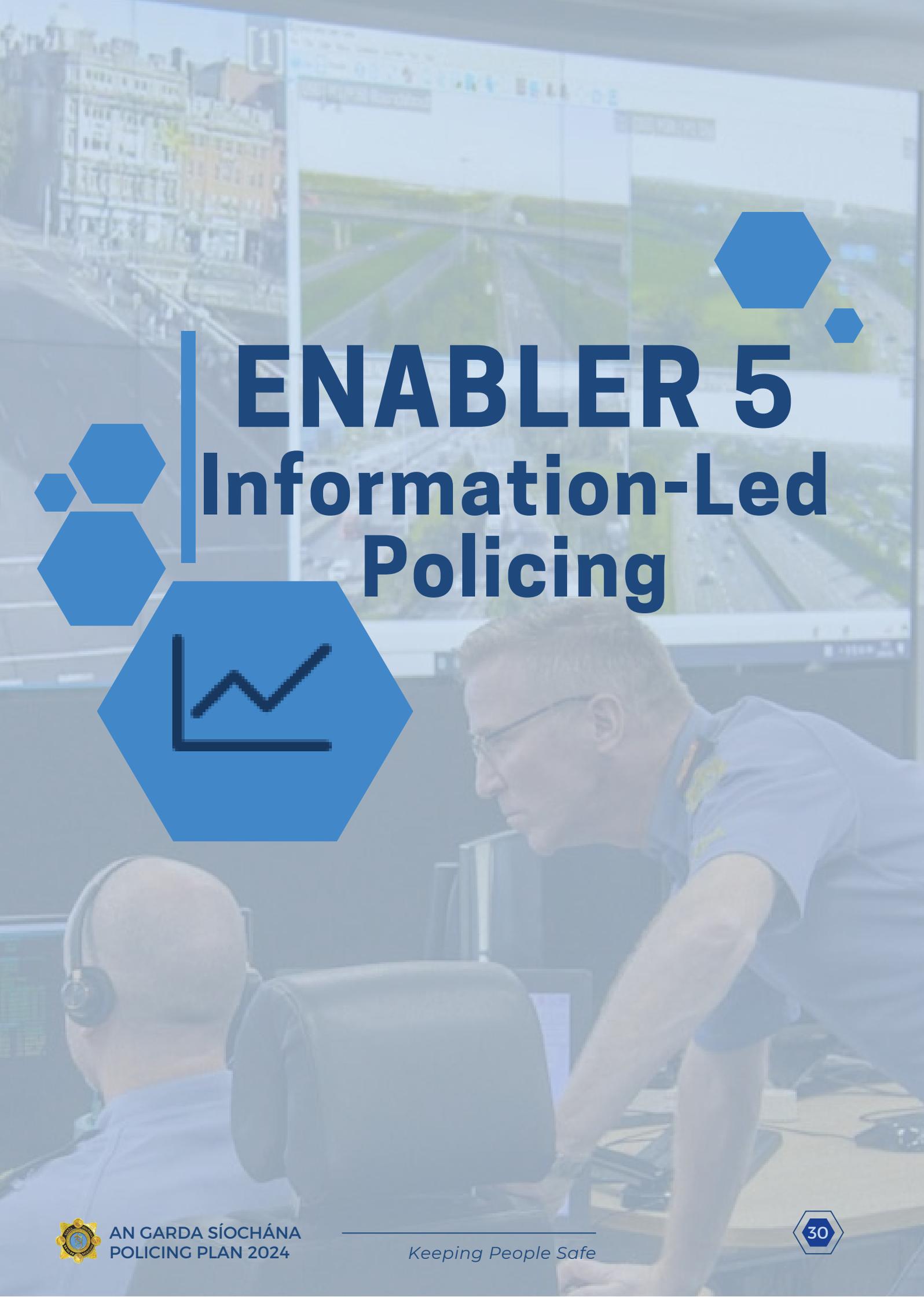
An Garda Síochána Operating Model introduces significant changes to how An Garda Síochána is structured, resourced and operates at Divisional, Regional and National levels. We will finalise the roll out of the Operating Model at Divisional level and continue to progress the roll out at Regional and National levels.

IMPACT

Transparent, accountable and ethical behaviour at all levels will allow us to maintain public trust and confidence in An Garda Síochána, supported by an internal culture of reflection and learning. We will support and empower our personnel to make ethical decisions, rooted in respect for Human Rights.

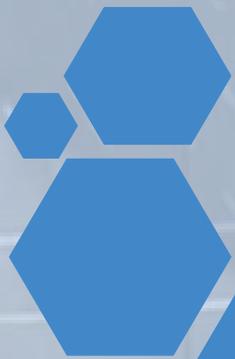
The Operating Model will ensure consistent, effective and specialised services in each local community, with Divisions and Regions given greater autonomy to deliver policing services reflective of unique local needs.





ENABLER 5

Information-Led Policing





ENABLER 5

Information-Led Policing

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



Advance our Data and Technology Vision through implementation of the 2024 ICT Roadmap

We will prioritise the development, deployment and integration of key ICT projects, as part of our Data and Technology Vision. This will include the piloting of Body Worn Cameras in An Garda Síochána and Phase 2 of the GardaSAFE dispatch system.



Leverage improved data quality to progressively expand the use of data assets in operational policing

Building on our robust and enhanced data quality architecture, we will work to cultivate a culture of information-led, data-enabled service at all levels in line with the Data and Technology Vision.

IMPACT

The Data and Technology vision supports Keeping People Safe by connecting data, technology and Garda personnel. Delivery of new and upgraded corporate and policing systems, outlined in the ICT Roadmap for 2024, will progress the modernisation of Garda technology. This will further strengthen the underlying platform to support information-led policing.

We will leverage our technology systems and specialist data functions to safely, ethically and reliably transform operational data into insights for frontline Gardaí in addition to supporting policing and corporate management decisions.



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