



Working with our Communities



I am pleased to introduce An Garda Síochána's Strategy Statement for the years 2010 to 2012, which sets out what we intend to achieve over the next three years.

This is our second Strategy Statement prepared in accordance with Section 21 of the Garda Síochána Act 2005. Our previous Strategy Statement entitled 'A Time for Change' outlined an extremely ambitious change and modernisation programme. The successful implementation of this programme has resulted in improvements in the management and deployment of resources available to An Garda Síochána. We are determined to build on this success over the lifetime of this Strategy Statement.

In developing this Strategy, there has been wide-ranging consultation across stakeholders, agencies and of course with communities. This, together with a comprehensive internal consultation process, has led us to the approach outlined in this Strategy.

An organisation's values are its fundamental, strategically sound beliefs. At the core of this Strategy are four core values:

Honesty - Being honest and ethical and adhering to the principles of fairness and justice

Accountability - Accepting individual responsibility and ensuring public accountability

Respect - Having respect for people, their Human Rights and their needs

Professionalism - Providing a professional policing service to all communities

As this Strategy Statement is implemented, these principles will become deeply ingrained in the minds of Garda members. They will guide all of our actions and will serve as our cultural cornerstones. They are inherent and sacrosanct and can never be compromised.

In January 2009 I, together with the Minister for Justice, Equality and Law Reform, launched the National Model of Community Policing to renew, re-invigorate and re-structure our Community Policing function. The Model builds on the success of existing good Community Policing practice and aims to create a policing environment where collaborative partnerships are fostered between An Garda Síochána and community members. I am committed to ensuring that this strong Community Policing ethos permeates throughout An Garda Síochána and I am confident that this will result in an increased level of community partnerships, a more visible Garda presence and a reduction in crime and the fear of crime in our communities.

The National Model of Community Policing identifies the following ten key 'Pillars' which encompass a shared vision and responsibility to ensure a safer community and higher quality of life for all:

- Garda-Community Partnerships
- Problem-Solving
- Crime Prevention and Reduction
- Accountability
- Accessibility
- Collaborative Engagement
- Visibility
- Improved Response
- Enforcement
- Empowerment

Since its establishment An Garda Síochána has taken every opportunity to learn from its experiences, good policing practice and leading management principles. An Garda Síochána has applied this learning to continuously improve and develop its performance across all areas of operations and management. The establishment of the Lessons Learned Framework (LLF) creates a formal mechanism for capturing lessons learned. The LLF standardises our approach to documenting, implementing and disseminating lessons learned throughout the organisation. The Framework incorporates organisational issues identified internally and externally. The LLF has been devised to integrate with existing strategic, operational and tactical processes within the organisation.

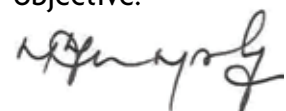
I am particularly aware of the potential impact that the economic downturn could have on crime levels and also the effects it is having on our own membership both sworn and civilian. Despite this uncertainty I remain dedicated to An Garda Síochána's primary duty to protect life and property to the very best of our ability.

To help us achieve our vision of 'Excellent People Delivering Policing Excellence' we will focus on the following objectives:

- Ensuring our Nation's Security
- Confronting Crime
- Effective Roads Policing
- Ensuring a Peaceful Community
- Working with Communities
- An Excellent Organisation

Over the next three years we will work tirelessly to turn this Strategy Statement into reality for the people of Ireland. This will be achieved by publishing and implementing yearly policing plans. Each annual policing plan will be evaluated on a quarterly basis with the results and outcomes available for debate at national, regional and local levels.

As a modern progressive organisation, we are committed to our over-riding objective which is to prevent, detect and disrupt crime and criminal activity and to ensure that people feel safe in their homes, on our roads and in public places. We will continue to listen to, act and work with the community to achieve this objective.



M.F. Murphy
Commissioner of An Garda Síochána

Vision

'Excellent people delivering policing excellence'

Mission

Working with Communities to Protect and Serve

Values

Honesty - Being honest and ethical and adhering to the principles of fairness and justice

Accountability - Accepting individual responsibility and ensuring public accountability

Respect - Having respect for people, their Human Rights and their needs

Professionalism - Providing a professional policing service to all communities





Ensuring Our Nation's Security

Ensuring our national security is a core commitment for An Garda Síochána. This goal demonstrates our unwavering focus on guarding national security and in playing an active role in strengthening international security. We are fully committed to maintaining a secure nation for all our communities.

STRATEGIC OBJECTIVE

INITIATIVES

OUTCOME

National Security

- Identify and analyse the threats to the State emanating from national terrorist and extremist groups and take appropriate action
- Continue to keep the Government informed with up to date assessments
- Prioritise the deployment of our resources in support of our national security operations
- Disrupt the connection between organised crime gangs and subversive/terrorist groups
- Review and develop our major emergency response capability

A secure nation

Continue our contribution to International Security

- Identify and analyse the risks and threats posed by international terrorist and extremist groups and individuals
- Continue to develop our international contacts with law enforcement and other agencies to improve and enhance the exchange of information and intelligence
- Strive for excellence in our operational performance and related training
- Increase and develop our intelligence gathering and analysis capability

An active role in enhancing international security



Confronting Crime

In achieving this goal, An Garda Síochána will continue to confront crime in all its forms. Our aim, in reducing crime and the fear of crime, is to ensure that people feel safe in their homes and in their communities.

STRATEGIC OBJECTIVE

INITIATIVES

OUTCOME

Making our communities safer by confronting crime in all its forms

- Utilise all available legislation to develop and implement a strategy to dismantle criminal networks
- Target both national and international drug trafficking networks
- Proactively target crimes involving prohibited weapons
- Target assets which are the proceeds of crime
- Utilise the most advanced analytical and intelligence methods to facilitate targeted operations and to enable early intervention and prevention of crime
- Target high volume property crime categories and persistent offenders.
- Work with our Criminal Justice partners to streamline and improve services for the victims of crime
- Support and protect the most vulnerable members of our communities including children and victims of Domestic Violence and sexual crime
- Work in partnership with national and international agencies in:
(a) the prevention, detection and investigation of Trafficking in Human Beings and in the protection of victims
(b) the prevention, detection and investigation of Illegal Immigration
- Actively engage with the public and the business community to deal with the threat posed by crime
- Support the Forensic Science laboratory in the development of a DNA Database to enhance the investigation of crime
- Continue to develop advanced training methods in the management and investigation of crime

Reduce crime and the fear of crime

GARDA
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1800-666111



Effective Roads Policing

An Garda Síochána is committed to making our roads safer and improving the behaviour of all road users. We are dedicated to achieving a reduction in the incidence of fatal and serious collisions on our roads during the lifetime of this Strategy. We will develop and implement initiatives which deny the use of our roads for criminal activity.

STRATEGIC OBJECTIVE

INITIATIVES

OUTCOME

Significantly reduce the incidence of fatal and serious injury collisions and deny the use of our roads network for criminal activity

- Produce an Annual Garda Road Safety and Traffic Implementation Plan to achieve the objectives outlined in the Road Safety Strategy 2007-2012
- Confront and challenge dangerous road-user behaviour through public presence, legislative enforcement, education and partnership approaches
- Continue to develop a collaborative Traffic Management Strategy with relevant partner agencies
- Ensure effective and consistent enforcement of road traffic and road transport legislation
- Improve road safety through collision analysis and targeted intelligence led enforcement
- Develop a co-ordinated organisational approach and utilise all aspects of available technology in denying the use of the roads network for criminal activity

Safer roads and improved road user behaviour leading to a reduction in deaths and serious injuries



Ensuring a Peaceful Community

An Garda Síochána recognises the need to engage directly with communities to understand and respond to their concerns and to ensure a peaceful and safe environment for everyone. Working with our communities will enhance public confidence in our service by improving feelings of safety in the community.

STRATEGIC OBJECTIVE

INITIATIVES

OUTCOME

Enhance public confidence by improving the feeling of safety in the community

- Utilise analysis and intelligence led community policing to identify and target public order hotspots and locations where anti-social behaviour is taking place in our communities
- Further enhance community safety by actively targeting and pursuing alcohol and drug related street violence and anti-social behaviour including youth crime
- In conjunction with Joint Policing Committees and local Community Fora continue to develop partnerships with relevant organisations aimed at tackling public disorder and anti-social behaviour
- Engage directly with, listen to and respond to the concerns of local communities and other key stakeholders through effective dialogue, collaboration and accountability

Safer and more peaceful local communities



Working with Communities

This goal acknowledges that a community based approach is a priority for An Garda Síochána, in order to build and maintain trust and confidence in the Garda service. We will deliver a service that recognises the diverse needs and priorities of all the people and communities in Ireland.

STRATEGIC OBJECTIVE

INITIATIVES

OUTCOME

To deliver a Garda service that meets the needs and priorities of the people in Ireland

- Continue to build trust and confidence with diverse communities through the implementation of the Garda Diversity Strategy
- Fully respect the rights of all people in contact with the Garda service
- Provide a dedicated, accessible and visible Garda service to communities
- Use partnership based problem solving initiatives and provide solutions that reduce the fear of crime through targeted enforcement and crime prevention and reduction initiatives
- Engage in a community focused approach to provide solutions that reassure communities and individuals
- Support and protect the most vulnerable sections of our communities
- Engage meaningfully with children and young people through the implementation of the Garda Síochána Youth and Children's Strategy in developing and fostering positive relationships with the goal of promoting personal and community safety
- Improve communication strategies that support Community Policing objectives
- Support victims of crime in a meaningful way

Trust and confidence in the Garda service



An Excellent Organisation

An Garda Síochána, in implementing this goal, will maintain our focus on the development of a highly professional organisation which acknowledges the contribution of its people at all levels. We will use the resources available to us in effective and innovative ways. In developing our people to be highly motivated, we will ensure improved service to all members of the community, which will assist in achieving the policing and community centred objectives of An Garda Síochána.

STRATEGIC OBJECTIVE

INITIATIVES

OUTCOME

A highly professional organisation based on our people

Effective and innovative use of resources

- Develop excellent people with a focus on customer service and results
- Through training and development ensure that all members of the organisation are provided with the necessary skills and knowledge commensurate with their roles and responsibilities
- Implement smart processes and technologies to enable modernisation and reform
- Measure performance to drive continuous improvement
- Manage all our resources to ensure value for money and achieve prioritised policing objectives

Highly motivated people

Better service to citizens

More effective use of resources



A Learning Organisation

In striving to achieve the successful implementation of this strategy the Garda organisation will inevitably meet challenges and difficulties. Past implementation experience has provided invaluable knowledge and experiential learning. The need to capture this learning is identified as a prerequisite in the continual development of the organisation and in its pursuit of excellence. The establishment of a Lessons Learned Framework creates a formal mechanism for capturing lessons learned. A Lessons Learned Framework will standardise An Garda Síochána's approach to documenting, implementing and disseminating lessons learned throughout the organisation.

An Garda Síochána takes every opportunity to learn from its experiences, good policing practice and leading management principles. We will apply this learning to continuously improve and develop performance across all areas of operations and management and will continue to do so over the lifetime of this strategy. It is only by learning from past experiences and striving for continual improvement that we can meet the challenges and demands of a modern policing service.





Lessons Learned Framework

The Lessons Learned Framework (LLF) incorporates organisational issues identified internally and externally. The LLF has been devised to integrate with existing strategic, operational and tactical processes within the organisation.

The objectives of the Lessons Learned Framework (LLF) are to:

- Improve the effectiveness of the organisation's decision making process
- Build on experience and good business practice in all areas of operation and incorporate this as organisation policy
- Improve the service delivery process to both internal and external customers
- Enhance the training, managerial, and resource management processes within the organisation

The LLF covers strategic, operational and tactical activities of An Garda Síochána. It also covers programme and project activities as well as financial management, human resource management and ICT activities. Inputs to the LLF are accepted from any employee of An Garda Síochána, specialist sections within the organisation, and external agencies.

An Garda Síochána's LLF is governed by a Lessons Learned Board (LLB), chaired by Deputy Commissioner, Strategy and Change Management. The key functions of the Board are to:

- Consider the material presented to it
- Prioritise and endorse those lessons which should be incorporated as organisation practice
- Task an owner with responsibility for the development of an action and/or implementation plan for the delivery of a lesson learned document for their consideration
- Appoint a validation team to determine the effectiveness of the action plan
- Approve the lesson learned for adoption and circulation by the organisation

The Lessons Learned Framework process is triggered by identifying an activity or by observing something which can contribute to the continuous improvement and development of An Garda Síochána. The activity or observation must be recognised as contributing to the organisation's efficiency, effectiveness and promote good practice. The lesson learned may identify something which is working well, or it may identify a process which requires remedial action. The LLF is a systematic six step process as follows:

- Step 1:** An observation or activity is identified which merits examination through the Lessons Learned Framework.
- Step 2:** A process of data collection and analysis of the initial observation or activity is undertaken. An understanding of the improvement opportunities is developed and a lesson is identified which may merit organisation action. This may be remedial action or positive reinforcement of the practice within the organisation.
- Step 3:** The lesson identified is endorsed by the LLB. The LLB assigns an owner with responsibility for developing remedial action and/or an implementation plan.
- Step 4:** The assigned owner develops an appropriate action plan to deliver a lesson learned document for the information and approval of the Lesson Learned Board.
- Step 5:** The recommended action plan is validated to determine if the original issue has been rectified by the remedial action proposed.
- Step 6:** The lesson learned is approved for adoption.

Six Stages Of Lessons Learned Framework

