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**An Garda Síochána**  
**National Model of Community Policing**

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**P**OLICING  
PARTNERSHIP  
PROTECTION

## **Foreword**

It gives me great pleasure to introduce the *Garda Síochána National Model of Community Policing*. As an organisation, An Garda Síochána has a long established tradition of fostering and developing close relationships within the communities it serves. The trust and integrity which has been built up between An Garda Síochána and the public is largely due to our proactive community engagement strategies. Building and sustaining positive partnerships with all of our community stakeholders is the lifeblood of effective policing. In this regard, I believe that the concept of ‘Community Policing’ offers excellent potential for An Garda Síochána to optimise its’ delivery of an accountable, transparent and professional policing service in Ireland.

To renew, reinvigorate and re-structure our ‘Community Policing’ function, An Garda Síochána has developed a ‘National Model’ of Community Policing. Design of the Model has been informed by a wide research process, including submissions from members of the public and various interested parties, which I gratefully acknowledge. The Model builds on the success of existing good Community Policing practice within Ireland and aims to create a *Policing* environment, where collaborative ‘*Partnerships*’ are fostered between An Garda Síochána and community members, in order to find workable solutions that increase safety, security and *Protection* in our society.

This Model will re-energise the Community Policing culture within An Garda Síochána and enhance the organisational importance and attractiveness of the ‘Community Policing’ role amongst Garda staff. I am committed to ensuring that a strong ‘ethos’ of ‘Community Policing’ is inculcated throughout the entirety of An Garda Síochána, which 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.

I believe that by adopting this Model, An Garda Síochána will achieve its Corporate Community Policing ‘Mission’ of ‘*Delivering Excellence in Community Policing through effective Partnerships, Problem Solving and Law Enforcement*’.

**M.F Murphy**  
**Commissioner of An Garda Síochána**

## Executive Summary

While ‘Community Policing’ has evolved in Ireland over the last three decades, the Commissioner is committed to the introduction and maintenance of a new National Community Policing Model. This Model will rely on a collective understanding by all partners – An Garda Síochána, voluntary and statutory agencies and our communities. By working together ‘in partnership’, a safe and secure community can be realised. Furthermore, there must be a general understanding that challenges will arise in the relationship and that there must be a commitment from the beginning to overcome this. ‘Community Policing’ is not a specialist role, but is a style of policing and indeed, an ‘ethos’ which is to be adopted, integrated and mainstreamed throughout the Garda service.

The methodology employed in developing this Model was robust and involved a wide research and consultation process. Information was gathered from multiple sources, including literature reviews, public submissions, consultation, in-depth operational case studies and the resultant contents of the Model as depicted on page 4, reflects this wide research process. To assist ‘Operational Implementation’ of the Model in a host of diverse rural and urban areas, four Deployment Model ‘District’ Category Templates have been developed from evidence-based ‘Operational Case Studies’ of good Community Policing practice. In urban Districts, the establishment of ‘dedicated’ Community Policing Teams will maximise the potential of the function, while in rural areas, the structured ‘Pooling’ of District resources, will represent tangible service provision benefits. In addition, the complementary, recent development of the Garda Customer Relationship Management (CRM) Model, introduces the concept of proactive ‘*Neighbourhood Profiling*’ which will support Community Policing Staff, in identifying and meeting the needs of our communities.

The *Garda Síochána National Model of Community Policing* proposes a number of changes including the specific adoption of the ‘Community Policing’ *Definition, Vision and Mission*. Significantly, ten key ‘Pillars’ in the Model have been identified. These are *Garda-Community Partnerships, Problem-Solving, Crime Prevention and Reduction, Accountability, Accessibility, Collaborative Engagement, Visibility, Improved Response, Enforcement* and *Empowerment*. Working in tandem, these ‘Pillars’ encompass a shared vision and responsibility, to ensure a safer community and higher quality of life for all. Critically, this Model will be implemented, developed and supported, by a Strategic Action Plan.

# **Table of Contents**

<b>Foreword</b>	<b>ii</b>
<b>Executive Summary</b>	<b>iii</b>
<b><u>SECTION 1 – An Garda Síochána National Model of Community Policing</u></b>	
1.1 Strategic View	2
1.2 The Community Policing ‘Pillars’	5
1.3 Communication	7
<b><u>SECTION 2 – Operational Deployment of the Model</u></b>	
2.1 Deployment Model – District Category ‘Templates’	8
2.2 Deployment Model – Organisational ‘Support Structures’	8
2.3 Implementation Considerations	10
<b><u>SECTION 3 – Action Plan</u></b>	
3.1 Implementation Time-line	11
3.2 Implementation Action Plan	11

# **SECTION 1**

## **AN GARDA SIOCHANA NATIONAL MODEL OF COMMUNITY POLICING**

### **1.1 Strategic View**

In furthering the Strategic Objective of Community Engagement, ‘to build a Garda service reflective of the needs and priorities of the people of Ireland’, the National Model of Community Policing is presented in this section. This Model, (Figure 1 on page 4) adopts a strategic view, in that it is complemented by the following strategically focussed anchors; the *Community Policing* ‘Vision’ - ‘Mission’ - ‘Values’ – ‘Definition’ and ‘Strategic Objectives’.

#### **COMMUNITY POLICING VISION**

*Community focused police service, proactively  
contributing to a safe and secure society*

#### **COMMUNITY POLICING MISSION**

*Delivering excellence in Community Policing,  
through effective partnerships, problem solving  
and law enforcement*

#### **COMMUNITY POLICING VALUES**

- Having respect for people and their needs
- Protecting human rights
- Being a courteous and caring public service
- Maintaining partnerships with the community
- Accepting individual responsibility
- Ensuring transparent public accountability
- Providing ethical leadership
- Practising disciplined professionalism
- Being honest and truthful and adhering to the principles of fairness and justice
- Promoting and accepting diversity in all its forms
- Continuously learning, and embracing change  
(Garda Corporate Strategy 2007-2009)

## **COMMUNITY POLICING DEFINITION**

*Community Policing is a partnership based, pro-active, community-orientated style of policing. It is focused on crime prevention, problem-solving and law enforcement, with a view to building trust and enhancing the quality of life of the entire community*

## **COMMUNITY POLICING STRATEGIC OBJECTIVES**

- ⇒ To provide a dedicated, accessible and visible Garda service to communities
- ⇒ To establish effective engagement processes to meet the needs of local communities and provide feedback
- ⇒ To use problem-solving initiatives, devised in partnership with communities and local agencies, to tackle crime and anti-social behaviour, through targeted enforcement and crime prevention and reduction initiatives
- ⇒ To engage in a community-focused approach to provide solutions that reduce the fear of crime
- ⇒ To engage meaningfully with young people to develop and foster positive relationships with the goal of promoting personal and community safety
- ⇒ To develop a participative management style and an organisational structure that rewards excellence in service, management and problem-solving
- ⇒ To enhance communication strategies that support Community Policing objectives
- ⇒ To be accountable to the community we serve.

**Figure 1 – An Garda Síochána National Model of Community Policing**



## 1.2 The Community Policing ‘Pillars’

The following section briefly outlines each of the core components or ‘Pillars’ of the *Garda Síochána National Model of Community Policing*. The functions of Community Gardaí will be informed by each ‘Pillar’ and reflected in their selection, training and operational daily interaction. Knowledge, and implementation of the ‘Pillars’ will be pivotal in driving the thought processes of all Community Policing Staff.

### **Garda–Community Partnerships**

The main objective of establishing partnerships is to determine through consultation, community needs and policing priorities, and to promote Garda accountability, transparency and effectiveness. The problems presented to and faced by An Garda Síochána cannot be solved by the Gardaí working alone. Crime and the prevention of crime is everybody’s business.

### **Enforcement**

*‘It is the public duty and civic responsibility of An Garda Síochána to maintain an orderly and safe environment for all citizens’* (Corporate Strategy 2007-2009, p. 2).

Law enforcement is one of the core functions of a Community Police officer and enforcement strategies will continue to be employed to prevent crime, to reduce the fear of crime and to ensure a better quality of community life for all. The active participation of Community Gardaí in the law enforcement process is critical to gaining and maintaining the confidence of the community.

### **Problem-Solving**

Every member of An Garda Síochána has a role in supporting and implementing problem-solving initiatives. Understanding the concept of problem-solving is vital for both Gardaí and community members. Day-to-day operational Garda activities should be led by the use of local information and in this regard, Community Gardaí will be proactive in using the Garda Customer Relationship Management (CRM) Model, to build and develop *Neighbourhood Profiles* of their respective patrol areas.

## **Crime Prevention and Reduction**

Section 7 of the Garda Síochána Act, 2005, states that Crime Prevention is a core function of An Garda Síochána. Crime and the fear of crime negatively affect the quality of life of many within the community. An Garda Síochána recognises that in order to effectively combat crime and the fear of crime, comprehensive crime prevention and reduction strategies, such as *Neighbourhood Watch*, *Community Alert* and *Business Watch* etc must be supported.

## **Accountability**

At Corporate level, every three years, the Commissioner, under Section 23 of the Garda Síochána Act 2005, submits a report to the Minister for Justice, Equality and Law Reform, reviewing the efficiency and effectiveness of the management and deployment of resources. In addition, corporate performance accountability is also anchored and measured through An Garda Síochána's Annual Policing plans. Local Gardaí should also be in a position to account for what can or cannot be done. Accountability does not however, rest solely with the Gardaí, as there will also be a 'partnership accountability' element to inter-agency Community Policing relationships.

## **Visibility**

The provision of 'dedicated' Community Policing resources in Urban areas and the 'pooling' of District resources within Rural Community Policing schemes, will enhance Garda 'Visibility' within communities. Community Policing Staff will be responsible for developing and delivering 'High Visibility' strategies within their areas of patrol.

## **Accessibility**

The public should be able to *identify* with their local Community Gardaí and know that they can make contact with them through various means. Accessibility is an important concept to the role of Community Policing and must be understood by Gardaí and the community alike. Lines of communication must be fostered both within the organisation and between An Garda Síochána and its community partners.

## **Collaborative Engagement**

Community Gardaí will engage in community partnership building, to enhance delivery of the Garda service within communities. Such engagement will be a 'collaborative' process requiring An Garda Síochána and Community Stakeholders, working together, to improve the 'quality of life' of people in those areas and to reflect their needs and priorities. Community

Gardaí will be proactive, in building positive partnerships, through initiatives such as *Community Alert*, *Campus Watch* and *Garda Station 'Open-days'* etc.

### **Empowerment**

With the establishment of Joint Policing Committees (JPC's) under Sec. 36 of the Garda Síochána Act, 2005, the principle of public empowerment has essentially been placed on a statutory basis. It is important however to look beyond what is legislated for and ensure that ownership, participation and shared responsibility exist at every level, and that the Gardaí interact with the public through Community Policing. To encourage and motivate communities to contribute responsibly to Community Policing, it is therefore imperative that they are given real ownership.

### **Improved Response**

The visibility, accessibility and collaborative engagement practices of Community Gardaí within the Model, will ultimately improve the response capability of An Garda Síochána to its community stakeholders. In their critical role, Community Gardaí will become central, to the provision of a professional policing service to all communities throughout Ireland.

## **1.3 Communication**

A comprehensive *Communications Strategy* is required to support the National Model of Community Policing and must comprise both internal and external element. The internal focus will need to facilitate the flow of information from Garda management to Community Gardaí. The development of a 'Communications Toolkit' for Community Policing Staff will assist in the professional delivery of consistent national community relations messages.

A key element of the Strategy will concentrate on external stakeholders and the members of communities. Different methods will have to be employed to include 'hard-to-reach' groups, such as minority ethnic groups, older persons and those with disabilities. Communication will be a key part of a 'reassurance policing' policy and will make professional use of media releases or public appeals to relay crime prevention messages, and to appeal for information about particular crime or disorder problems. The role of local management in liaising with the media, to publicise successful operations can assist in reassuring the public. This will also assist in reducing the fear of crime and in managing the expectations of the public, regarding the '*partnership*' element within joint Community Policing relationships.

# SECTION 2

## OPERATIONAL DEPLOYMENT OF THE MODEL

### 2.1 Deployment Model – District Category ‘Templates’

To assist operational implementation of this Model in both rural and urban Districts, four Deployment Model ‘District’ Category Templates have been developed from grounded ‘Operational Case Studies’. These Templates provide Garda Management with guidance in the selection of the most applicable District template, for operational deployment of this Model in their respective Garda District. For the purpose of operational Deployment, Garda ‘Districts’ have been categorised as follows:

- ⇒ **Category A** – *Busy City Centre Urban* District
- ⇒ **Category B** – *Suburban* District
- ⇒ **Category C** – *Rural* Districts
- ⇒ **Category D** – *Large Provincial Town* District, encompassing rural hinterland area.

### 2.2 Deployment Model – Organisational ‘Support Structures’

A number of inter-dependent organisational support structures have been identified as pivotal to the successful implementation of the National Model of Community Policing for An Garda Síochána. These key structures, which are represented in Figure 2 overleaf, include:

- Deputy Commissioner, ‘Strategy & Change Management’ will be designated as ‘*Community Policing Champion*’.
- A ‘*National Community Policing Office*’ at the Garda Community Relations Section, will be established for the development and evaluation of the Model and cognate policies.
- Every *District Officer* will take ownership of Community Policing within his/her area of responsibility.
- A *Community Policing Team* will be established in every Garda District. Each team will be led by a Sergeant.
- *Community Policing personnel* will be appointed to each Community Policing Area. Each Community Policing Area will be designated at local level in consultation with the ‘*National Community Policing Office*’ in Community Relations Section.

**Figure 2 – Community Policing ‘Organisational Support Structure’**



## 2.3 Implementation Considerations

### **The Customer Relationship Management (CRM) Model**

The Customer Relationship Management (CRM) Model, which has been developed under Strategic Imperative No.6 of the Garda Corporate Strategy 2007-2009, recommends the introduction of *Neighbourhood Profiling*. This timely concept has the potential to be a proactive knowledge tool for all Community Gardaí. CRM is essentially about '*Customer Profiling*' which originates in the Business Sector and assists in;

- Identifying **Who** our customers are, and
- **Targeting** them with appropriate Resources

It is anticipated, that the main *tool* to build, record and update '*Neighbourhood Profiles*' will be the Garda PULSE system and through making optimum use of Regional Garda Analysts.

### **Accountability and Role Focus within the Community Policing Function**

Community Policing by its nature, brings about closer co-operation between Gardaí and communities. It will result in greater accountability where partnerships are set up, and problems are addressed in a transparent manner. The Model will result in a more consistent, integrated and mainstreamed approach to the attendance by Garda staff and the management at community related 'meetings'. In their role Community Gardaí will, as a result of this Model, be clearly established as the central point of contact within the various local Community Relations Schemes, such as *Neighbourhood Watch*, *Community Alert*, *Business Watch*, *Campus Watch* and the *Garda Schools Programme*. For our public this will provide *identifiable* Garda contact personnel and for An Garda Síochána, it will result in optimum cost effectiveness resource efficiency.

### **Community Policing 'Commendations'**

To encourage good 'community' police work, and increase the morale and prestige of the 'Community Policing' role, consideration will be given to awarding an Annual Garda '*Community Commitment*' Medal. This medal, which will be open to all Garda Staff, will be awarded for outstanding community commitment. Equally to reflect the importance placed on the '*Partnership*' ethos of the 'Community Policing' function, an Annual Civic Award for outstanding '*Community Service*' will be open to members of the public. Both awards will be presented each year by the Commissioner.

# SECTION 3

## ACTION PLAN

### 3.1 Implementation Time-Line

Each Regional Assistant Commissioner will, by the end of 2009;

- ✓ Ensure that 'Community Policing' is introduced into all of their respective Garda Districts, which currently have no Community Policing presence.
- ✓ Augment and support, where required, the resources within their 'existing' Community Policing schemes.

### 3.2 Implementation 'Action Plan'

A comprehensive Strategic 'Action Plan' has been developed for the successful implementation of the *Garda Síochána National Model of Community Policing*.

#### 'Strategic Priority Areas'

This 'Action Plan' comprises the following Five Priority Areas, which have been identified to provide Strategic direction on enabling, developing and supporting the implementation of the National Model of Community Policing;

- 1. Championing a Strategic Organisational Community Policing Ethos**
- 2. Enabling and Managing the National Model of Community Policing**
- 3. Directing a Community Policing Communications Strategy**
- 4. Building Partnerships with Community Policing Stakeholders**
- 5. Providing Staff with Community Policing Learning and Development**

These implementation anchors are strategically focused on the short to long term, with a view to inculcating a Community Policing 'golden thread' within An Garda Síochána. Each Priority Area will identify specific strategic objectives, actions, ownership responsibility, and are focussed with key start dates, milestone dates and end dates as follows;



# **NATIONAL MODEL OF COMMUNITY POLICING**

## **ACTION PLAN**

**2009 - 2010**

### **STRATEGIC PRIORITY AREAS**

**PRIORITY AREA 1 : CHAMPIONING A STRATEGIC ORGANISATIONAL COMMUNITY POLICING ETHOS**

OBJECTIVE	ACTIONS	OWNERSHIP	START & MILESTONE DATES	FINISH DATE
<p><b>1.1 An Garda Síochána will designate Executive Leadership of the National Model of Community Policing</b></p>	<p>A. <i>Designate overall responsibility for the implementation of the National Model of Community Policing, by appointing an officer of Deputy Commissioner Rank as organisational ‘Community Policing Champion’.</i></p> <p>Deputy Commissioner ‘Strategy &amp; Change Management’ will be appointed as ‘Community Policing Champion’ with the responsibility for lead out of the Garda Síochána National Model of Community Policing.</p>	<p>Deputy Commissioner Strategy &amp; Change Management</p>	<p>Jan 1 2009</p>	
<p><b>1.2 Develop Garda Síochána Community Policing ‘Definition’</b></p>	<p>A. <i>A definition of ‘Community Policing’ will be drawn up.</i></p> <p><i>‘Community Policing is a partnership based, proactive, community oriented style of policing. It is focused on crime prevention, problem- solving and law enforcement, with a view to building trust and quality of life of the entire community’.</i></p>	<p>Assistant Commissioner Strategy &amp; Training</p>	<p><b>Completed</b></p>	
<p><b>1.3 Develop Garda Síochána Community Policing ‘Vision’ Statement</b></p>	<p>A. <i>A Community Policing ‘Vision’ Statement will be devised.</i></p> <p><i>‘Community focussed police service, proactively contributing to a safe and secure society’.</i></p>	<p>Assistant Commissioner Strategy &amp; Training</p>	<p><b>Completed</b></p>	

<p><b>1.4 Develop Garda Síochána Community Policing 'Mission' Statement</b></p>	<p>A. A <i>Community Policing 'Mission' Statement</i> will be devised.</p> <p><i>'Developing excellence in Community Policing, through effective partnerships, problem solving and law enforcement'.</i></p>	<p>Assistant Commissioner Strategy &amp; Training</p>	<p><b>Completed</b></p>	
<p><b>1.5 Develop Garda Síochána Community Policing 'Strategic Objectives'.</b></p>	<p>A. <i>Community Policing 'Strategic Objectives'</i> will be devised.</p> <ul style="list-style-type: none"> <li>• <i>To provide a dedicated, accessible and visible Garda service to communities</i></li> <li>• <i>To establish effective engagement processes to meet the needs of local communities and provide feedback</i></li> <li>• <i>To use problem-solving initiatives, devised in partnership with our communities and local agencies, to tackle crime and anti-social behaviour, through targeted enforcement and crime prevention and reduction initiatives</i></li> <li>• <i>To engage in a community-focused approach to provide solutions that reduce the fear of crime</i></li> <li>• <i>To engage meaningfully with young people to develop and foster positive relationships with the goal of promoting personal and community safety</i></li> <li>• <i>To develop a participative management style and an organisational structure that rewards excellence in service, management and problem-solving</i></li> <li>• <i>To enhance communication strategies that support Community Policing objectives</i></li> <li>• <i>To be accountable to the community we serve.</i></li> </ul>	<p>Assistant Commissioner Strategy &amp; Training</p>	<p><b>Completed</b></p>	

<p><b>1.6 Promote the Garda Síochána National Model of Community Policing ‘Values’</b></p>	<p>A. <i>The Garda Síochána Community Policing ‘Values’ have been adopted from the Corporate Strategy 2007-9.</i></p> <ul style="list-style-type: none"> <li>• <i>Having respect for people and their needs</i></li> <li>• <i>Protecting human rights</i></li> <li>• <i>Being a courteous &amp; caring public service</i></li> <li>• <i>Maintaining partnerships with the community</i></li> <li>• <i>Accepting individual responsibility</i></li> <li>• <i>Ensuring transparent public accountability</i></li> <li>• <i>Providing ethical leadership</i></li> <li>• <i>Practising disciplined professionalism</i></li> <li>• <i>Being honest and truthful &amp; adhering to the principles of fairness and justice</i></li> <li>• <i>Promoting and accepting diversity in all its forms</i></li> <li>• <i>Continuously learning &amp; embracing change</i></li> </ul>	<p>Deputy Commissioner Strategy &amp; Change Management</p>	<p><b>Completed</b></p>	
<p><b>1.7 Identify the Garda Síochána National Model of Community Policing ‘Pillars’</b></p>	<p>A. <i>Identify &amp; design appropriate ‘Pillars’ within the National Model of Community Policing</i></p> <p>A. <i>Garda / Community Partnerships</i></p> <p>B. <i>Problem-Solving</i></p> <p>C. <i>Crime Prevention and Reduction</i></p> <p>D. <i>Accountability</i></p> <p>E. <i>Visibility</i></p> <p>F. <i>Accessibility</i></p> <p>G. <i>Collaborative Engagement</i></p> <p>H. <i>Improved Response</i></p> <p>I. <i>Enforcement</i> J. <i>Empowerment.</i></p>	<p>Assistant Commissioner Strategy &amp; Training</p>	<p><b>Completed</b></p>	

<p><b>1.8 Provide Career Recognition for staff engaged fulltime within the Community Policing Function</b></p>	<p><i>A. Explore the provision of 'Positive recognition towards future career development' for Staff, who are fulltime employed, within the Community Policing Function.</i></p>	<p>Assistant Commissioner Human Resource Management</p>	<p>Jan 1 2009</p>	<p>June 30 2009</p>
<p><b>1.9 Acknowledge outstanding Community Policing/ Service Work by Garda Síochána Staff and members of the public</b></p>	<p><i>A. Introduce an Annual Award Scheme process for <u>Garda Síochána Staff</u>, who display outstanding 'Community Commitment' in their District.</i></p> <p><i>B. Introduce an Annual Award Scheme process for <u>Members of the Community</u> who display outstanding 'Community Service'.</i></p>	<p>Assistant Commissioner Strategy &amp; Training</p> <p>Assistant Commissioner Strategy &amp; Training</p>	<p>March 1 2009</p> <p>March 1 2009</p>	<p>December 31 2009</p> <p>December 31 2009</p>
<p><b>1.10 Embed a 'Community Policing Ethos' within the Garda Síochána Promotion Structures and Processes</b></p>	<p><i>A. The Garda Síochána Professional Promotion Examination Syllabi to contain elements from the Garda Síochána 'National Model of Community Policing'.</i></p> <p><i>B. All Sgt's and Inspectors Development promotion courses to contain elements on 'Community Policing' 'Pillars' that can be evaluated, i.e. Role Plays, Case Studies etc.</i></p>	<p>Assistant Commissioner Human Resource Management</p> <p>Director of Training &amp; Development</p>	<p>January 1 2009</p> <p>January 1 2009</p>	<p>June 30 2009</p> <p>June 30 2009</p>

**PRIORITY AREA 2: ENABLING AND MANAGING THE NATIONAL MODEL OF COMMUNITY POLICING**

OBJECTIVE	ACTIONS	OWNERSHIP	START & MILESTONE DATES	FINISH DATE
<p><b>2.1 An Garda Síochána will proactively implement organisational support structures to enable and manage the National Model of Community Policing</b></p>	<p><i>A. Establish a dedicated National Community Policing Model ‘Implementation Team’ to enable the initial planning and support of all activities required during the initial Model rollout period.</i></p> <p>Activities will include</p> <ul style="list-style-type: none"> <li>• Policy Formulation</li> <li>• Project Implementation Planning with Regional Assistant Commissioners</li> <li>• Project Logistics/Resources</li> <li>• Learning and Development Design</li> <li>• Communications / Awareness Raising</li> </ul>	<p>Chief Superintendent Community Relations</p>	<p>January 1 2009</p>	<p>June 30 2009</p>
	<p><i>B. A dedicated ‘National Community Policing Office’ will be established to manage and support all activities during Model rollout.</i></p> <p>Activities will include</p> <ul style="list-style-type: none"> <li>• Support ongoing Model Rollout</li> <li>• Training Delivery</li> <li>• Conduct Model Evaluations</li> <li>• Design of Application /Selection Forms /Role Profiles for ‘Community Policing’ Staff</li> <li>• Conduct two yearly Review of the Garda Síochána National Model of Community Policing</li> <li>• Conduct Project Risk Assessment</li> </ul>	<p>Chief Superintendent Community Relations</p> <p>Chief Superintendent Community Relations</p> <p>Garda Research Unit</p> <p>Chief Superintendent Human Resource Management</p>	<p>June 30 2009</p>	<p>Ongoing</p>

**PRIORITY AREA 3 : DIRECTING A COMMUNITY POLICING COMMUNICATIONS STRATEGY**

OBJECTIVE	ACTIONS	OWNERSHIP	START & MILESTONE DATES	FINISH DATE
<p><b>3.1. An Garda Síochána will develop a Community Policing Communications Strategy</b></p>	<p><b>A.</b> <i>The organisation will develop a comprehensive Community Policing Communications Strategy to facilitate the rollout of the Garda Síochána National Model of Community Policing.</i></p> <p>Key Internal Communications activities will include</p> <ul style="list-style-type: none"> <li>• ‘Awareness Raising’ of the Model by                             <ul style="list-style-type: none"> <li>⇒ HQ Directive</li> <li>⇒ Marketing Leaflets/ Posters</li> <li>⇒ The Garda Website,</li> <li>⇒ The Garda Portal,</li> <li>⇒ The Garda College <i>Moodle</i> Website</li> <li>⇒ Garda Review / Communiqué</li> <li>⇒ Formal ‘Launch’ of the Model.</li> </ul> </li> <li>• Briefings to Garda Management</li> <li>• Telecom and ICT Support to include Computer Hardware, Email, IT Presentation Equipment, Telephone Answering Machines and Business Cards.</li> </ul> <p>Key External Communications activities will include</p> <ul style="list-style-type: none"> <li>• Formal ‘Launch’ of the Model</li> <li>• Crimecall Profile (<i>Community Policing Champion</i>)</li> <li>• Community Stakeholder Briefings</li> </ul>	<p>Director of Communications</p> <p>Chief Superintendent Community Relations</p> <p>Executive Director ICT</p> <p>Director of Communications</p> <p>Assistant Commissioner Strategy &amp; Training</p>	<p>January 1 2009</p>	<p>June 30 2009</p>

**PRIORITY AREA 4: BUILDING PARTNERSHIPS WITH COMMUNITY POLICING STAKEHOLDERS**

OBJECTIVE	ACTIONS	OWNERSHIP	START & MILESTONE DATES	FINISH DATE
<p><b>4.1 Develop appropriate structures to build and sustain positive partnerships with communities</b></p>	<p><i>A. Hold an Annual ‘Garda Síochána National Community Policing’ Conference, hosted by the ‘Community Policing Champion’.</i></p>	<p>Assistant Commissioner Strategy &amp; Training</p>	<p>March 2010</p>	
	<p><i>B. Review current structures regarding the efficient ‘streamlining and rationalisation’ of Community Relations related ‘external stakeholder’ Meetings.</i></p>	<p>Chief Superintendent Community Relations</p>	<p>January 1 2009</p>	<p>June 30 2009</p>
	<p><i>C. District Officers will disseminate and report core ‘Community Policing’ related issues emanating from their Local <b>J</b>oint <b>P</b>olicing <b>C</b>ommittees &amp; Local Policing Fora to Chief Supt’ Community Relations.</i></p>	<p>All District Officers / Superintendents  Chief Superintendent Community Relations</p>	<p>April 1 2009</p>	<p>Ongoing</p>

**PRIORITY AREA 5: PROVIDING STAFF WITH COMMUNITY POLICING LEARNING AND DEVELOPMENT**

OBJECTIVE	ACTIONS	OWNERSHIP	START & MILESTONE DATES	FINISH DATE
<p><b>5.1 Deliver Quality Community Policing Learning and Development to our Staff</b></p>	<p>A. <i>Develop and facilitate the rollout of 'Community Policing' Learning and Development programmes to Garda Síochána Staff.</i></p> <p>Develop, accredit and deliver Community Policing learning and development to;</p> <ul style="list-style-type: none"> <li>• Dedicated Community Policing Staff</li> <li>• Civilian Clerical Support Staff</li> <li>• Garda Student / Probationers</li> <li>• Garda Reserve Students</li> <li>• Management and Supervisory Development (Promotion) Courses</li> <li>• Continuous Professional Development</li> <li>• Senior Management Development</li> </ul>	<p>Chief Superintendent Community Relations</p> <p>Director of Training and Development.</p>	<p>January 1 2009</p> <p>January 1 2009</p> <p>July 1 2009</p>	<p>March 31 2010</p> <p>March 31 2010</p> <p>Ongoing</p> <p>Ongoing</p> <p>Ongoing</p> <p>Ongoing</p>