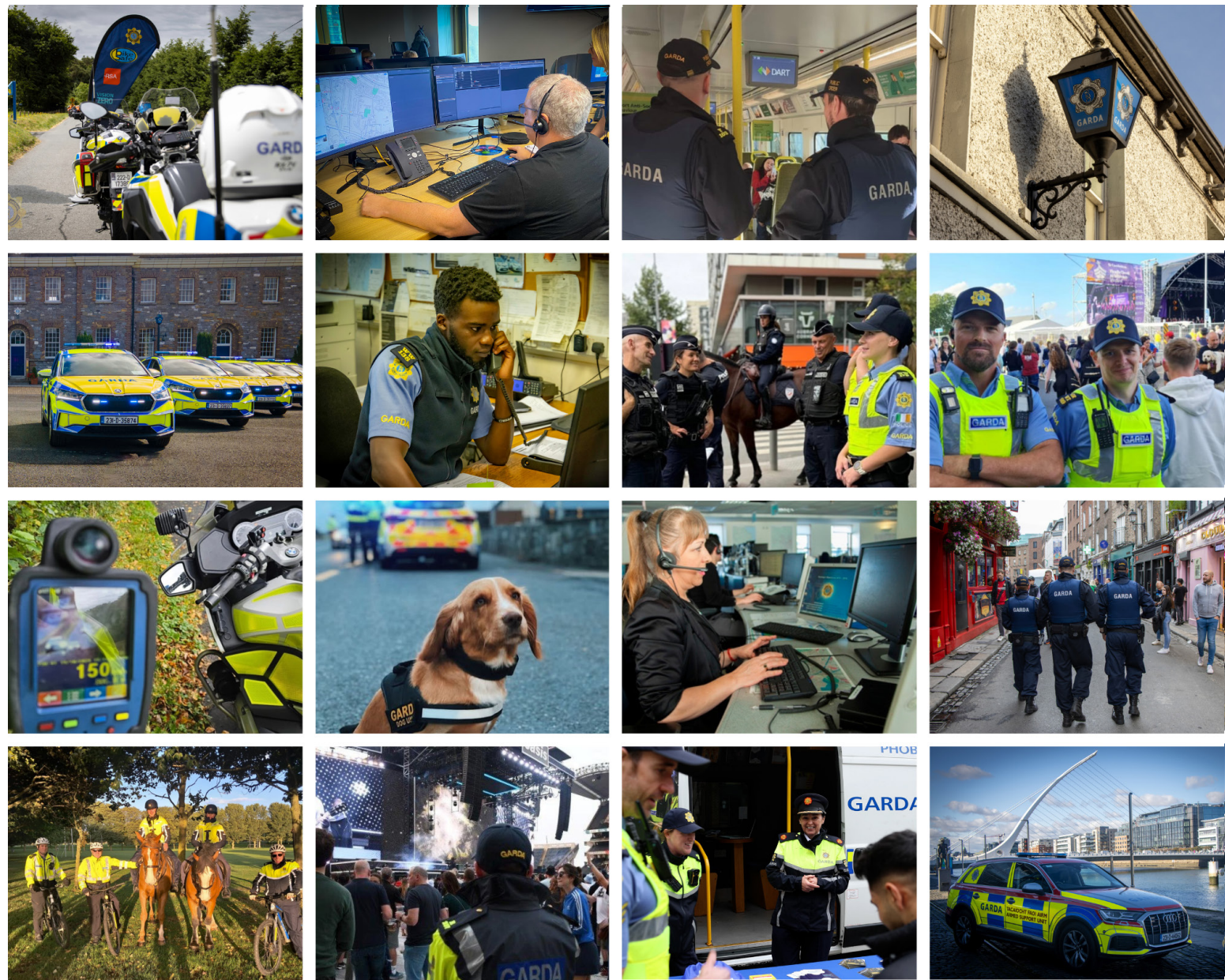




An Garda Síochána

ANNUAL SERVICE PLAN 2026



Annual Service Plan 2026





The Annual Service Plan aligns with the new statutory framework introduced by the Policing, Security and Community Safety Act 2024. The plan sets out priority programmes for the year ahead, across both policing services and priority change initiatives aligned to the Strategic Plan 2026 - 2028. The purpose of the plan is to provide a corporate document that sets out the objectives for service delivery and performance standards to be achieved in 2026. This plan is centred on the commitment of An Garda Síochána to delivering effective policing and security services that will achieve our mission of 'Keeping People Safe'. This plan also outlines how we will invest in and enhance our capabilities as an organisation, with our people at its core.

It provides the structure for An Garda Síochána to respond to an evolving security environment,

social changes, and legislative reforms that frame contemporary policing in Ireland. This plan highlights the importance of partnership, working across law enforcement agencies and community stakeholders to holistically enhance safety and trust.

This plan also outlines policing services and policing across Specialist areas, Regions and Divisions and a cross section of measurable outcomes linked to An Garda Síochána strategic priorities for 2026 to 2028. It sets out organisational priorities and the budget allocation for the year across both current and capital expenditure for An Garda Síochána and maps out planned projected resources for 2026 and beyond. The Annual Service Plan is a roadmap for the coming year providing clear performance targets and outcome-focused initiatives.



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Commissioner's Foreword



It is with a deep sense of purpose and responsibility that I present the 2026 Annual Service Plan for An Garda Síochána, the first of its kind to be developed under the new Policing, Security and Community Safety Act 2024.

I am honoured to lead An Garda Síochána at a time of significant transformation and renewed public focus on safety, accountability, and service delivery. This plan represents more than a statutory obligation – it is a key enabler in our journey to provide greater transparency, accountability and public confidence in delivery of policing services to local communities and across Ireland from An Garda Síochána.

This plan reflects the realities of a global landscape that is becoming more volatile and increasingly difficult to predict. It also reflects a changing Ireland, one that is growing more diverse, and more demanding of its public services.

The increasing integration of digital technologies and automation, alongside a growing spread of misinformation, is reshaping the environment in which we operate. These shifts are accelerating the pace

at which the ability to harm continues to evolve and enables threats to public safety to emerge rapidly and unpredictably.

Over the next three years, we will continue to prioritise understanding the unique needs of both our urban and rural communities, and work to provide the right mix of services, support, and local engagement. Our ability to deliver on this commitment will be strengthened by investing in our people through recruitment and skills development. Enabling our people by investing in technological advancements in operational equipment, data, mobile technology, and integrated systems will also be a key priority. We are building the capabilities required to meet the challenges of today – and tomorrow.

Community policing also remains central to our approach. This plan reaffirms our commitment to working in partnership with communities, to identify, support, and protect vulnerable and at-risk individuals within our communities through maintaining a visible and accessible presence and engaging with victims of crime.

This plan is the first of three annual phases that will deliver on our strategic vision. It is a roadmap for action, a framework for performance, and a signal of intent. Whether tackling organised crime, supporting victims of domestic abuse, or preparing for the unprecedented scale of Ireland's EU Presidency, our focus remains clear: keeping people safe.

I invite all our stakeholders from all Garda personnel, community leaders, our partners and indeed the public to engage with it, support it, and help us deliver it. Together, we will build a safer, stronger, and more trusted policing and security service for all.

Justin Kelly
Commissioner, An Garda Síochána



Executive Summary

The 2026 Annual Service Plan represents the first service plan to be delivered under the Policing, Security and Community Safety Act 2024. While grounded in the legislation, this plan is informed by the changing global and Irish landscape, increasing public expectation and our unwavering commitment to community policing and keeping people safe.

As we continue our mission of ‘Keeping People Safe’, the plan is built around four strategic priorities.

We will **prevent, detect and disrupt crime** through domestic and internationally coordinated intelligence led operations, prioritising high risk criminal networks, cyber enabled or dependent crime, fraud, online fraud and other economic crime, as well as burglary and organised property crime. The goal is clear: to reduce serious crime, dismantle criminal infrastructure, and build public confidence in Garda prevention, enforcement and disruption of organised crime.

In **protecting and supporting victims and the vulnerable**, An Garda Síochána will work as part of a whole of government response, working to improve consistency and expediency of response to victims, in particular those of domestic abuse, sexual, gender based violence, and human trafficking. We will continue our focus in ensuring that children, young and vulnerable victims of sexual offences receive the right supports, whether through their interaction with An Garda Síochána, or engaging with other agencies to provide support. These actions are designed to ensure that victims are not just heard – but supported, protected, and empowered.

Safer communities and safer roads will be progressed through a visible, engaged and responsive service. An Garda Síochána will prioritise a high visibility presence in all communities, as part of shared solutions to address concerns, while improving Garda interaction with diverse communities and younger persons. We will seek to address key community concerns including road safety, drug related intimidation, recidivism, and public order. We will continue to work with our partners in all communities to address local safety concerns raised, which will be further supported by Garda participation in the roll out of Local Community Safety Partnerships.

We will continue to **protect the security of the State**, focusing on strengthening inter agency coordination and ensuring capacity and capability throughout An Garda Síochána to react quickly and proficiently to any threats posed. We will deliver a visible, professional and secure policing response that reflects both operational excellence and public trust. These efforts will ensure that Ireland remains secure, resilient, and prepared for the challenges of a volatile global environment. Preparation and readiness for Ireland's Presidency of the Council of the European Union in 2026 forms a fundamental element of this priority over the course of the year, given that this will be a period of heightened international visibility and strategic significance for the State.

An Garda Síochána will play a critical role in safeguarding the integrity of this Presidency, ensuring that all associated events are underpinned by robust security planning, operational readiness, and seamless inter-agency coordination.



Delivery of these priorities will be enabled at source by enhancements in systems, technology and tools to further modernise and improve the service we deliver on the front line. Key programmes in 2026 include: continued rollout of body-worn cameras and digital evidence systems; investment in financial and HR systems; and continued investment in secure digital, data and technology developments to assist our people to do their jobs in keeping people safe. We will renew our health and wellbeing strategy and expand our supports for Garda personnel.

A central tenet to the delivery of An Garda Síochána's plan for 2026 is an ongoing focus on building and scaling capability, through ensuring that the right people, with the right skills are in the right roles. We will continue to grow the capacity and capability of An Garda Síochána, in order to meet current and future policing and security demand, and to deliver on the commitments set out in the Programme for Government.

To ensure sustained delivery of visible and effective policing and security services nationwide, we will grow the organisation in line with the Programme for Government by recruiting 5,000 new Garda trainees from 2026 to 2030, which will bring our Garda member workforce in excess of 15,600 by end 2028. We will continue to recruit skilled staff into professional roles by increasing to 4,000 Garda staff by 2028, along with building the capacity of the Garda Reserve to 2,000 by 2028. Recruitment drives will also enable a number of internal competitions for the allocation of Garda members and Garda staff to the specialist and national functions, supported by a number of targeted recruitment campaigns.

The plan as set out is consistent with the budget and resources available. Delivery of our Annual Service Plan in 2026 can only be achieved via the availability of appropriate funding. Under Vote 20, An Garda Síochána has a gross allocation for 2026 of €2.59 billion* split between €2.4 billion* (93%) operating budget (current) and €173.8 million capital expenditure, excluding deferred capital. This plan does not incorporate the budget for the upcoming EU Presidency, as funding allocations were pending at the time of development. A further review of the Annual Service Plan may be required upon confirmation of the EU Presidency funding allocation.

As we continue our evolution to provide greater transparency and accountability in delivering policing and security services to the public – the Annual Service Plan 2026 represents an inflection point in this journey. Accepting the volatile and dynamic landscape that we operate in, the plan will act as a more robust and granular framework for An Garda Síochána to present our policing and security priorities and focus areas for the year ahead. Through alignment with available resources and funding, and setting measurable targets across priority areas, the plan ensures that An Garda Síochána remains responsive, accountable, and future-ready to achieve our mission of 'Keeping People Safe'.

**rounded down, full breakdown on page 40*



An Garda Síochána

Our Mission

The mission of An Garda Síochána is 'Keeping People Safe'. As a policing and security service, we stand apart internationally as an unarmed, community-based organisation that derives strength and legitimacy from the trust of the people we serve. We have carried this foundational ethos forward for over a century, and will continue to do so, undeterred by the evolving nature of threats, harm, crime and vulnerability in a volatile landscape.

Our Vision

We will be a policing and security service that embraces modern approaches in fulfilling a historic purpose, every day, for every person, in every community.





Our Strategic Plan 2026 - 2028

An Garda Síochána Strategic Plan 2026–2028 was developed through a comprehensive and inclusive process designed to align with the new requirements of the Policing, Security and Community Safety Act 2024. The process combined dedicated research into international policing best practice, strategic horizon scanning, and comparative analysis to assess the emerging security and community safety environment. A whole-of-government approach ensured engagement with government departments, partner agencies, and other key stakeholders to identify opportunities

for collaboration and strategic alignment. Public participation was encouraged through national surveys, community meetings, and discussions with advocacy groups, while internal engagement captured perspectives from personnel across all ranks and grades via focus groups, interviews, and written submissions. Insights from the review of the 2022–2024 Strategy Statement and implementation from recent organisational transformation further shaped the plan's focus, ensuring it is evidence-based, responsive, and grounded in both legislative and operational

Objectives

The 2026–2028 Strategic Plan sets out clear objectives to deliver effective, evidence-based, and responsive policing services that will increase public safety, protect the vulnerable, disrupt criminal activity, and safeguard the State. Its core priorities are organised around four service-focused pillars: Safer Communities and Safer Roads, Protecting the Security of the State, Preventing and Disrupting Crime, and Safeguarding Victims and Vulnerable People. These are underpinned by organisational goals to strengthen

workforce capability, enhance governance and accountability, leverage technology and data, and embed continuous improvement. Measurable outcomes are defined for each priority, supported by performance indicators such as public trust levels, victim satisfaction, crime disruption metrics, and road safety statistics. By linking annual service plans to these strategic goals, An Garda Síochána aims to ensure that every action taken over the next three years is directly connected to its mission of Keeping People Safe.



Our Strategic Plan for 2026-2028



01

Keeping People Safe
through effective services

Prevent, detect and disrupt crime

We will fight crime at every level, in every form, working closely with our national and international partners.

Safeguard and support victims and vulnerable people

We will work with our partners across society to support victims of crime, and protect people who are vulnerable or at risk.

Safer communities and safer roads

We will work with people and partners to increase community safety, reduce harm on our roads, and solve problems together.

Protect the security of the State

We will protect the security of the State from the threats of terrorism, extremism and hostile actors.

02

Build and scale
our capabilities

Our People

We will ensure that our people feel supported, valued and recognised, and can thrive in an inclusive culture of health and wellbeing.

Our Organisation

We will enhance the capability of our organisation to deliver effective and efficient services at scale.

Our Future

We will work to identify, understand and prepare for the strategic threats, challenges and disruptions of the future.

03

Realise our delivery
principles

Integrate and enhance human rights, equality and ethical practices

Cohesively plan, prioritise and deliver our organisational goals

Embed sustainable governance and accountability





Annual Service Plan Approach

Purpose and Legislative Foundation

The Annual Service Plan is the cornerstone document for An Garda Síochána, outlining the organisation's policing and security priorities, performance targets, and strategic initiatives for the year ahead. Developed in accordance with the Policing, Security and Community Safety Act 2024, the plan is designed to enhance accountability, transparency, and public confidence in policing services across Ireland. As set out in the Act, this plan was finalised with, and adopted by the Garda Board, prior to submission to the Minister for Justice, Home affairs and Migration.

Principles Guiding the Plan

As the first Annual Service Plan under the new statutory framework, the approach is shaped by several key principles which has guided the development of the plan:

- **Realistic:** Grounded in available funding, resources, and operational capacity.
- **Shared:** Co-created with stakeholders across the organisation to ensure collective ownership.
- **Reportable:** Balances quantitative metrics with qualitative insights for transparent progress reporting.
- **Prioritised:** Focused on the most critical policing services and change initiatives.
- **Simplified:** Streamlined to meet statutory obligations in an accessible, actionable format.

Key Service Priorities for 2026

The plan addresses four core service priorities which are aligned to the 3 year strategic plan. High-level security priorities are addressed, with targets managed internally and reported to the Minister for Justice, Home Affairs and Migration, and the Office of the Independent Examiner for Security Legislation.

- | | |
|---|--------------------------------------|
| 1. Prevent, Detect and Disrupt Crime | 3. Safer Communities and Safer Roads |
| 2. Protect and Support Victims and the Vulnerable | 4. Protect the Security of the State |

Structure of Service Priorities

Each policing priority is presented with:

- **Context:** Background and rationale for the priority.
- **Reasoning:** Why the priority matters for public safety and organisational effectiveness.
- **Commitment:** Specific actions and initiatives to be delivered.
- **Outcomes:** Expected results and impact.
- **Targets and Measurement:** Clear performance indicators.



Measurement and Reporting Framework

An Garda Síochána policing commitments in 2026 are supported by a number of initiatives and actions, with clear measures and targets in place to assess progress with respect to expected outcomes as part of delivering on our mission of 'Keeping People Safe'.

Progress will be assessed using a combination of:

- **Quantitative Measures:** Targets are based on improvement in data which is related to recorded crime or Garda response. Percentage based targets are compared to the 2022 to 2024 three-year average prior to the development of the Annual Service Plan. For new metrics, targets will be set as data becomes available.
- **Qualitative Reporting:** In-depth analysis and contextual insights for key initiatives, providing a fuller picture of impact and service quality.

For some measures, targets are set for increased levels of reported crime in these areas; this is not to target an increase in the prevalence of the crime itself but to reflect increased encouragement and confidence in reporting such crimes. In line with awareness and reporting campaigns, we anticipate an increase in reporting of certain crimes. For example, in terms of Domestic Abuse, reporting campaigns are designed to encourage and facilitate victims to safely seek intervention. For other measures, targets are set for decreased counts, for example, due to contributions from successful enforcement campaigns such as operations targeting organised burglary.

Given this is the first year for the Annual Service Plan and in an effort to orientate towards an outcome based approach – targets for the quantitative measures where we have available data are based on a three-year average. In such cases where the three-year average is not fully available, no targets will be assigned to these measurements in 2026. These measures will be reported on throughout the year to monitor progress and an Annual Report will be produced which will cover the overall statement of the services in the period.

Governance and Oversight

The Annual Service Plan reporting will be managed by appropriate internal governance structures, with regular oversight by key stakeholders. High-level security priorities are reported to the Minister for Justice, Home Affairs and Migration and the Office of the Independent Examiner for Security Legislation.

Together, these elements ensure that the Annual Service Plan is not only a statutory requirement, but a strategic instrument that enables An Garda Síochána to deliver a modern, accountable and community-focused policing service in a rapidly evolving environment.



Strategic Priority 1

Prevent, Detect and Disrupt Crime



We will fight crime at every level, in every form, working closely with our national and international partners.



Strategic Priority 1

Prevent, Detect and Disrupt Crime



We will fight crime at every level, in every form, working closely with our national and international partners.

Context

Criminal activity has become more agile, interconnected, and digitally enabled. Organised crime groups leverage global networks, while local crime continues to undermine community safety. The Garda response must match that complexity, operationally, technologically, and tactically.

Why it matters

Crime prevention isn't just about numbers, it's about disrupting cycles of harm, dismantling criminal influence, and denying legitimacy to offenders. Every undetected offence chips away at public safety and offender accountability. Early intervention is more powerful than reactive response.

Key Commitments

In 2026, our key commitments are to:

- ▶ Scale intelligence-led policing operations targeting organised crime.
- ▶ Strengthen cooperative response to international crime.
- ▶ Continued nationwide coordinated disruption of property crime.
- ▶ Coordinated response to cyber attacks on public and private infrastructure.
- ▶ Continuing to build on capability and capacity to investigate cyber enabled and digitally based crimes.

Strategic Outcomes

By delivering on the 2026 Annual Service Plan, An Garda Síochána aims to achieve:

- ▶ Reduction in serious and organised crime activity.
- ▶ Increased disruption of criminal networks and seizure of illicit assets.
- ▶ Increased public confidence in the capacity of An Garda Síochána to prevent and detect crime.
- ▶ Maintained reduction in property crime.
- ▶ Improved disruption of cyber dependent crime.



Prevent, Detect and Disrupt Crime

An Garda Síochána - Annual Service Plan 2026

This table outlines strategic actions aimed at preventing, detecting, and disrupting criminal activity. It focuses on transnational organised crime, drug trafficking, economic crime, and property-related offences. The actions are supported by measurable enforcement metrics and quarterly KPIs to assess operational impact and disruption effectiveness.

Focus Area	Action	Measurement	Type of Measure	2022-2024 Average	% Change from 3yr Average
1.1 We will proactively target and disrupt the activities of transnational, high-risk criminal networks, working with our international partners	Measuring Disruption of Organised Crime Related Violence				
	1.1.1 High level enforcement activity and key operations conducted by national bureaux targeting organised crime groups under the auspices of Assistant Commissioner, Organised & Serious Crime	High-level enforcement activity, major operations, and outcomes aligned with EMPACT priorities, including interrogation of reported crimes which have been determined as being Organised Crime related	Qualitative	N/A	Q4
	Measuring Disruption of Controlled Drug Supply Networks				
	1.1.2 Conduct intelligence-led operations and enforcement activity targeting the trafficking and sale & supply of controlled drugs, at both National and Regional levels	Reported Counts of Importation of Drugs	Quantitative	60	+8%
		Reported Counts of Possession of drugs for sale or supply	Quantitative	4,661	+3%
	1.1.3 Work with partner agencies, both domestic and international, to co-ordinate on enforcement activity (EMPACT), training (CEPOL), information-sharing and other activities, including the cross-border Joint Agency Task Force	Key collaborative activities, training and high-level engagement with partner agencies and international police services	Qualitative	N/A	Q4



Prevent, Detect and Disrupt Crime

An Garda Síochána - Annual Service Plan 2026

Focus Area	Action	Measurement	Type of Measure	2022-2024 Average	% Change from 3yr Average
1.2 We will target and disrupt cyber-enabled and cyber-dependent crime, and work with our partners to reduce threats to the wider public	Measuring Disruption of Cyber-Enabled Crime				
	1.2.1 Operational activity to target cyber and digitally-enabled crime, including child sexual exploitation	Forensic examination prioritisation system roll-out	Qualitative	N/A	Q4
	1.2.2 Work with partners within domestic cyber security framework to target criminals engaged in cyber-attacks to both public and private digital infrastructure and systems	Key activities, enabling initiatives and high level partnership working in cyber-security area alongside partners in the National Cyber Security Centre	Qualitative	N/A	Q4
1.3 We will target individual criminals and criminal networks engaged in fraud and financial crimes, including online fraud	Measuring Disruption of Economic Crime				
	1.3.1 Investigative and enforcement activity targeting economic crime, online fraud and financial crime	Recorded Counts of Fraud & Economic Crimes and subsets and Incident Outcomes	Quantitative	11,832	+1%
		Key operational and enforcement activity in preceding 6 months, including details of notable detections, interventions etc.	Qualitative	N/A	Q4
	1.3.2 Collaborative engagement with partners to identify, assess and work to prevent new and emerging forms of cyber-enabled fraud, economic and hybrid crime	Key engagements, partnership programmes, joint training, crime prevention activity and collaborative working with national-level stakeholders, seeking to prevent and reduce fraud and economic crime	Qualitative	N/A	Q4



Prevent, Detect and Disrupt Crime

An Garda Síochána - Annual Service Plan 2026

Focus Area	Action	Measurement	Type of Measure	2022-2024 Average	% Change from 3yr Average
1.4 We will proactively disrupt individuals and criminal networks involved in organised property crime and retail crime, through targeted and co-ordinated operations nationwide	Measuring Disruption of Retail and Property Crime				
	1.4.1 Continued focus on burglary and organised property crime at every level, including seasonal targeted operations including Operation THOR	Reported Counts of Property Crimes and subsets	Quantitative	82,068	-3%
		Key actions related to Operation THOR covering the summer and winter phases of the operation, including Searches, Patrols, Checkpoints	Qualitative	N/A	Q4
	1.4.2 Continued prevention and disruption of organised retail crime working with retailers through coordination of Operation Táirge	Effort and key actions related to Operation Táirge, including prevention campaigns, engagement with external stakeholders, detection of recidivist offenders and relevant organised crime groups	Qualitative	N/A	Q4





Strategic Priority 2

Protect and Support Victims and the Vulnerable



We will work with our partners across society to support victims of crime, and protect people who are vulnerable or at risk.



Strategic Priority 2

Protect and Support Victims and the Vulnerable



We will work with our partners across society to support victims of crime, and protect people who are vulnerable or at risk.

Context

Victims of crime—particularly those affected by domestic, sexual, and gender-based violence—require a policing response that is appropriate, timely, and consistently professional. Vulnerability includes not just age or ability, but also digital exposure, isolation, and coercive control.

Why it matters

When the system fails a victim, it does more than delay justice—it deepens harm. Trust is fragile in these cases. Policing must centre the experience of victims, ensuring safety, dignity, and accountability from first contact through to case resolution.

Key Commitments

In 2026, our key commitments are to:

- ▶ Ensure Divisional Protective Services Units (DPSUs) are effective in service provision across every Garda Division.
- ▶ Improve consistency in appropriate first contact with victims, and provision of information related to victim support.
- ▶ Strengthen inter-agency collaboration regarding safeguarding for children, older persons, and those at risk.

Strategic Outcomes

By delivering on the 2026 Annual Service Plan, An Garda Síochána aims to achieve:

- ▶ Improved victim experience and case progression in sensitive crimes.
- ▶ Victims of crime feel heard, supported, and respected.
- ▶ A compassionate and consistent policing approach in responding to the needs of vulnerable people and victims.
- ▶ Higher rates of reporting and victim follow-through in domestic and sexual violence cases.
- ▶ Enhanced safeguarding responses across policing and care agencies.



Protect and Support Victims and the Vulnerable

An Garda Síochána - Annual Service Plan 2026

This table highlights An Garda Síochána commitment to protecting victims and vulnerable individuals. It includes initiatives addressing domestic abuse, coercive control, victim services, child protection, and human trafficking. Measurement includes both quantitative targets and qualitative reporting to evaluate the consistency, responsiveness, and effectiveness of support services.

Focus Area	Action	Measurement	Type of Measure	2022-2024 Average	% Change from 3yr Average
2.1 We will work as part of a whole of government response, coordinating with local services, to protect individuals from the harms of domestic, sexual and gender based violence	Measuring Response to Domestic, Sexual and Gender Based violence				
	2.1.1 Continuing to ensure a consistent organisational response to domestic abuse, coercive control and relevant court orders, supported by national oversight, alongside internal and external coordinated awareness campaigns	Reported Counts of Rape and Sexual Assault	Quantitative	3,068	-7%
		Reported Counts of Domestic Abuse	Quantitative	60,206	+3%
		% of Domestic Abuse victims contacted within 7 days of reporting an incident	Quantitative	73%	+2%
	2.1.2 Continued expansion of Operation Devise, providing identification and intervention in cases where individuals have entered into relationships with high-risk domestic abuse perpetrators	Number of high-risk domestic abuse perpetrators identified and preventative measures taken	Qualitative	N/A	Q4
	2.1.3 Continuing to engage with partner agencies and the public, maintaining communication and trust, while seeking opportunities to improve our service	Relevant training that has taken place during the year and impact of internal and external awareness campaigns	Qualitative	N/A	Q4
2.2 We will continue to improve consistency in levels of satisfaction with service provided to victims interacting with An Garda Síochána	Measuring Satisfaction With Service Provided to Victims				
	2.2.1 Working with our partners to improve provision and direction of Garda Victims Services Offices in order to improve communication with victims	Garda Victims Services Offices activities and efforts undertaken to improve consistency in levels of satisfaction supported by victim responses in the Public Attitude Survey	Qualitative	N/A	Q4



Protect and Support Victims and the Vulnerable

An Garda Síochána - Annual Service Plan 2026

Focus Area	Action	Measurement	Type of Measure	2022-2024 Average	% Change from 3yr Average
2.3 We will work with our partners to improve special-ised protections and coordinated support for children, young or vulnerable victims of sexual offences	Measuring Coordination of Service for Children, Young or Vulnerable Victims of Sexual Offences				
	2.3.1 Continuing to improve protections for vulnerable witnesses in the investigation of sexual offences through actions assigned to An Garda Síochána under the Justice Working Group implementing the O'Malley report	Specialist interviewers trained and numbers of Divisional Protectives Services personnel re-trained	Qualitative	N/A	Q4
	2.3.2 Supporting our partners in progressing the Barnahus project, a multi-disciplinary response seeking to ensure children and young people who may have suffered child sexual abuse receive the right help and support they need	Key progress working with stakeholders to improve support for children and young people who may have suffered child sexual abuse	Qualitative	N/A	Q4
2.4 We will target and disrupt groups or individuals engaging in human trafficking or exploitation, while seeking to identify and remove such victims from harm	Measuring Identification and Support for Victims of Human Trafficking				
	2.4.1 Collaborating with domestic and international partners to target and disrupt groups or individuals engaging in trafficking or exploitation of victims for personal gain. Seeking to identify and support these victims and remove them from harm	Reported Counts of Human Trafficking victims identified and supported	Quantitative	54	+7%
		Key progress working with stakeholders to identify and support victims of Human Trafficking, and disruption of groups or individuals engaging in trafficking or exploitation of victims	Qualitative	N/A	Q4
	2.4.2 Continuing as part of a whole of government response, to improve awareness of human trafficking in Ireland, while promoting safe places to refer and report such crimes	Participation in campaigns seeking to improve awareness, referrals and reporting of human trafficking	Qualitative	N/A	Q4



Strategic Priority 3

Safer Communities and Safer Roads



We will work with people and partners to increase community safety, reduce harm on our roads, and solve problems together.



Strategic Priority 3

Safer Communities and Safer Roads



We will work with people and partners to increase community safety, reduce harm on our roads, and solve problems together.

Context

Community safety remains the cornerstone of public trust in policing. While crime levels remain stable in many regions, localised patterns of anti-social behaviour, drug related harm, and traffic-related incidents continue to undermine confidence. We seek to continue decreasing fatalities and serious injuries by prioritising collision prevention. We will seek to do our part in Road Safety improvement through education and design, to assist in ensuring safer roads through Vision Zero Strategy.

Why it matters

Safer communities are more cohesive, more resilient, and more confident in civic institutions. Road safety is not a technical issue — it's a life-or-death matter that shapes public perception of State effectiveness. The morale of our members is also directly tied to their ability to deliver meaningful results in these core areas.

Key Commitments

In 2026, our key commitments are to:

- ▶ Expand community policing presence utilising the Operational Policing Model.
- ▶ Strengthen divisional capability to prevent and respond to anti-social behaviour.
- ▶ Deliver joint enforcement and awareness campaigns with the Road Safety Authority under the Vision Zero strategy, ensuring safer roads for all.
- ▶ Improve detection and disruption of recidivist offending through intelligence-led patrols.
- ▶ Increase focus on youth crime diversion and early intervention.
- ▶ Support the Department of Justice, Home Affairs and Migration's national roll out of Local Community Safety Partnerships.
- ▶ Enhance Garda visibility in high-risk traffic zones using data-informed deployment.

Strategic Outcomes

By delivering on the 2026 Annual Service Plan, An Garda Síochána aims to achieve:

- ▶ All communities feel safe, supported, and connected to policing services.
- ▶ Road fatalities and serious injuries are reduced and safer roads for all.
- ▶ Increased public confidence in An Garda Síochána.
- ▶ Gardaí are equipped and empowered to deliver a modern policing service.
- ▶ Lower rates of repeat offending, particularly among young people.



Safer Communities and Safer Roads

An Garda Síochána - Annual Service Plan 2026

This table focuses on enhancing community safety and road policing. It details actions to improve public order, emergency response, diversity engagement, youth diversion, and road safety. Performance indicators and strategic reviews are used to monitor visibility, responsiveness, and collaborative efforts with partners to reduce harm and maintain trust.

Focus Area	Action	Measurement	Type of Measure	2022-2024 Average	% Change from 3yr Average
3.1 We will provide a visible, engaged and responsive policing service in every community	Measuring High-Visibility Policing and Responsiveness				
	3.1.1 Prioritise the delivery of a high-visibility policing presence in all communities	Reported Counts of Public order offences	Quantitative	25,653	+1%
		Reported Counts of Criminal damage	Quantitative	21,640	-1%
		Expansion and rollout of High Visibility Patrols beyond Dublin City centre locations targeting crime hotspots based on emerging trends, and enhancing public safety and trust	Qualitative	N/A	Q4
	3.1.2 Ensure that we can respond quickly and effectively to emergency calls for service, on a priority basis	Performance based on GardaSAFE metrics such as Calls for Service; Available Resources; Response Times	Qualitative	N/A	Q4
3.2 We will work together with our partners to design and deliver shared solutions to community concerns	Measuring An Garda Síochána Effort to Improve Community Safety				
	3.2.1 Support the national roll-out of Local Community Safety Partnerships, work with partners to deliver local safety plans, and progress actions assigned to An Garda Síochána under the planned National Strategy for Community Safety	Participation and engagement with Local Community Safety Partnerships from An Garda Síochána perspective	Qualitative	N/A	Q4



Focus Area	Action	Measurement	Type of Measure	2022-2024 Average	% Change from 3yr Average
3.3 We will continue to foster strong relationships with all communities, delivering high levels of trust in An Garda Síochána	Measuring Diversity Engagement and Service				
	3.3.1 Continue to engage with, listen to and understand the needs of ethnic diverse and minority communities	Reported Counts of Hate Crimes and Hate Related Incidents	Quantitative	636	+3%
		Top Incident Types (>20)	Qualitative	N/A	Q4
		Key outreach & enabling initiatives	Qualitative	N/A	Q4
	3.3.2 We will ensure that policing, engagement and outreach services that we provide in each local community are tailored to, and are reflective of, local needs	Status/key benefits realised under Operating Model continuous improvement programme	Qualitative	N/A	Q4
	3.3.3 Implementing engagement elements of the National Children and Young Persons Plan, including delivery of the Garda Schools Programme nationwide	Status of relevant National Children and Young Persons Plan action implementation and Schools programme delivery, metrics and relevant case studies	Qualitative	N/A	Q4
3.4 We will work with our partners to make our roads safer together	Measuring Road Safety				
	3.4.1 Implementation of the 2026 Roads Policing Operations Programme at National, Regional and Divisional levels	Counts of Fatal collisions	Quantitative	160	-3%
		Counts of Fatalities	Quantitative	170	-5%
		Counts of Serious injury collisions	Quantitative	1,368	-5%
		Counts of Serious injuries	Quantitative	1,545	-4%
		Counts of Lifesaver offences detected (in arrears)	Quantitative	185,995	+3%



Focus Area	Action	Measurement	Type of Measure	2022-2024 Average	% Change from 3yr Average
3.5 We will work with our partners to reduce the threat of harm to communities posed by drug-related intimidation and recidivist offending	Measuring Response to Intimidation and Reoffending				
	3.5.1 Implementation of offender management models, working with our partner agencies	Joint agency implementation of offender management models, including benefits realised, lessons learned, and relevant case studies	Qualitative	N/A	Q4
	3.5.2 Implementation of enforcement and diversion elements of the National Children and Young Persons Plan	Key service-level metrics derived from Youth Diversion Programme including referrals, breakdown of recommendation types i.e. UTCO, Other, Caution (formal, informal, restorative)	Qualitative	N/A	Q4
	3.5.3 Addressing drug-related intimidation in communities, and providing support to victims and their families, as part of the Drug-Related Intimidation Reporting Programme	Incidents with Drug related intimidation motive attached, numbers of Drug related intimidation Liaison Inspectors and Families supported who have been subject of Drug Related Intimidation	Qualitative	N/A	Q4
3.6 We will maintain our readiness to keep communities safe from public disorder	Measuring Capability to Respond to Public Order Breaches				
	3.6.1 Keep under review our Public Order Unit capacity and Command levels in every Region, ensuring a sufficient level of trained personnel, equipment, and operational readiness	Strategic Threat and Risk Assessment for Public Order and Public Safety, including trained personnel, command structure, training, deployment, policy and lessons learned	Qualitative	N/A	Q4





Strategic Priority 4

Protect the Security of the State



We will protect the security of the State from the threat of terrorism, extremism and hostile actors.



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Context

Terrorism, violent political extremism, espionage, sabotage and subversion pose evolving threats to the security environment in Ireland.

Ireland, in a dynamic and deteriorating geopolitical environment, is not immune to interference and threats emanating from hostile actors.

In 2026, Ireland will hold the EU Presidency for a six month period, and extensive work is already underway to ensure effective security during this period.

Why it matters

An Garda Síochána has a statutory responsibility to provide security services to the Irish State.

Discharging state security functions in an effective manner, and further strengthening capabilities in this area, is key to ensuring safer communities, protecting the principle of democracy and preserving independent, flourishing civic institutions.

Key Commitments

The Annual Security Services Plan is prepared on an annual basis by An Garda Síochána in consultation with the Department of Justice, Home Affairs and Migration.

In 2026, our key commitments are to:

- ▶ Strengthening Security & Intelligence Capacity and Capability.
- ▶ Countering Threats.
- ▶ Strengthening National and International Cooperation.
- ▶ Deliver effective Governance.

Strategic Outcomes

By delivering on the 2026 Annual Service Plan, An Garda Síochána aims to achieve:

- ▶ Assurances to Government relative to national security in collaboration with partners in Ireland's national security architecture.



Priority Change Initiatives



In addition to the Strategic Priorities set out in this plan, several major programmes will be progressed in 2026. The below priority programmes collectively support the delivery of policing services by modernising core operational, technological, and human resource functions across An Garda Síochána. Together, these initiatives align with the broader digital and organisational transformation goals of An Garda Síochána, creating a more agile, data-driven, and community-focused policing service that is equipped to meet evolving societal needs.

EU Presidency Security Operations



Ireland's hosting of the Presidency of the Council of the European Union in the second half of 2026 will be the most significant operational challenge in An Garda Síochána's history to date. We will safeguard this national undertaking by deploying robust security and policing operations, embedding inter-agency coordination, and ensuring readiness across all Divisions. This represents not only an operational challenge, but also a test of Ireland's reputation on the international stage. An Garda Síochána will deliver a visible, professional, and secure policing and security response that reflects both operational excellence, and fulfils and enhances already considerable public trust.

Purpose: Ensure national security and operational readiness during Ireland's EU Presidency

Key Deliverables for 2026:

- » Deploy robust security and policing operations
- » Embed inter-agency coordination
- » Ensure readiness across all Divisions



Priority Change Initiatives

Body Worn Cameras and Digital Evidence Management

Programme for Government 2025 commits to equip all frontline Garda members with Body Worn Cameras (BWCs). To enable this, a Proof of Concept (PoC) which resulted in the rollout of 700 BWCs was completed in 2024. In line with An Garda Síochána Strategic Plan 2026 to 2028, we are working towards the national expansion of BWCs and deployment of a Digital Evidence Management System (DEMS). The key benefits of this programme include: improvements in public safety; deterring anti-social behaviour and offending; supporting the wider criminal justice system by improving efficiency and accuracy of evidence handling; supporting Garda member safety and welfare; strengthening public trust through greater accountability and transparency.

Purpose: Improved public safety; deter anti-social behaviour and offending; improve efficiency and accuracy of evidence handling; improve front line safety

Key Deliverables for 2026:

- » Commence BWC and DEMS procurement process
- » Readiness for year 1 phased rollout



Modernise the People and Development function

In 2026, An Garda Síochána will advance its People and Development function through a comprehensive HR transformation programme. This includes enhancing recruitment capability and increasing the capacity of the Garda College to train additional Garda recruits, implementing a Human Capital Management (HCM) system, rolling out structured performance management for Garda staff, and reviewing the Performance and Learning Framework for Garda members. The initiative also focuses on policy reform, process simplification, and enhancing HR capabilities to support a high-performing culture. These changes aim to improve employee experience, enable data-driven decision-making, and strengthen organisational performance.

Purpose: Build a high-performing, agile workforce

Key Deliverables for 2026:

- » Expand Garda College capacity
- » Conclude selection of Human Capital solution and commence implementation
- » Performance Management for all personnel
- » Modernise core HR policies



Priority Change Initiatives

Modernise the Finance and Services Function

This programme has a number of streams aimed at modernising and future-proofing the Finance Directorate of An Garda Síochána through policy reform, process simplification, automation and improvement of the employee experience. Key initiatives include the introduction of new financial management policies and governance arrangements; the migration of processes to the National Shared Services Office; the implementation of a new financial management system and automation of our fleet management processes. These initiatives represent a critical modernisation of the administrative and support functions of An Garda Síochána.

Purpose: Streamline financial governance and support services

Key Deliverables for 2026:

- » Implement new financial system
- » Prepare to migrate to National Shared Services Office
- » Automate fleet management



Health and Wellbeing Programme Expansion

The health and wellbeing of Garda personnel is central to sustaining a resilient and effective policing service. In 2026, we will expand our health and wellbeing programmes with a focus on mental health support, occupational health services, and proactive initiatives to address stress and fatigue. An Garda Síochána will continue to provide access to professional supports, promote a culture of openness around health and wellbeing, and support our people to thrive at work and be equipped to meet the demands of modern policing.

Purpose: Support the health, wellbeing and welfare of all Garda personnel

Key Deliverables for 2026:

- » Renew Health & Wellbeing Strategy
- » Launch multi-year health and wellbeing programme of work
- » Expand mental health supports and occupational health services



Priority Change Initiatives

Local Community Safety Partnerships

The Policing, Security and Community Safety Act 2024 provides a legislative foundation for Local Community Safety Partnerships, a 'whole of government' and 'whole of society' approach to community safety. This new model is led by the National Office for Community Safety, within the Department of Justice, Home Affairs and Migration. An Garda Síochána is actively contributing to a steering group to support implementation, including development of the National Strategy for Improving Community Safety. The Act provides a national framework to support shared responsibility for community safety by bringing together relevant state services (including An Garda Síochána), community representatives, and stakeholders to identify and prioritise local safety concerns, develop local community safety plans, and coordinate multi-agency responses.

Purpose: Strengthen community-led safety and multi-agency collaboration

Key Deliverables for 2026:

- » Active participation in 36 partnerships
- » Contribute to Local Community Safety Plans
- » Share data and participate in coordinating responses



Resourcing to deliver our 2026 Plan

In order to deliver on our mission of 'Keeping People Safe', and to meet the targets set out in this Annual Service Plan, there is a requirement to grow the capacity and capability of An Garda Síochána at scale. Our ability to effectively resource the organisation is a top priority in order to meet current and future policing and security demand, and to deliver on the commitments set out in the Programme for Government.

Our strategic vision for policing and security services is reliant on a strong, empowered and resilient workforce to deliver it. We will work to enhance the supports, systems and structures needed to ensure that our organisation is effective, and that our people can thrive, now and in the future. Through delivery of our overarching Human Resources Strategy, we will ensure that we can attract, recruit, retain and enable the right people for our service.

This plan sets out current, and projected Garda personnel strengths for 2026, to be delivered through Garda Trainee, Garda Staff and Garda Reserve resourcing pipelines.

Detailed headcount planning has been undertaken in order to anticipate growth, however various factors, to be kept under review will influence the strength of the organisation, in terms of joiners and leavers. Investment in more agile and responsive resourcing approaches will continue to have a positive impact, seen through the delivery of multi-year Garda Trainee campaigns, targeted Garda Staff professional competitions, regular Garda Reserve recruitment, and promotion and specialist competitions.



Projected Garda Personnel Strength

Delivering modern, effective policing requires more than frontline deployment. It demands an organisation with the right people, skills, culture, and infrastructure to adapt to a changing world.

An Garda Síochána are striving toward an increased Garda Personnel Headcount.

Since 2023 the Garda Member and Garda Staff strengths have increased and will continue to do so, subject to annual budgetary provisions. Personnel headcount will continue to grow in 2026 as set out below.

Recruitment of Garda Personnel

To support recruitment efforts, since November 2022 the Garda College has had an intake of Garda Trainees approximately every 12 weeks. Garda College capacity will expand from 225 Garda Trainees per intake to 250 after quarter one of 2026. In addition, internal competitions continue to service the allocation of Garda Member resources to specialist and national functions.

Garda Staff specialist recruitment will continue throughout 2026, in order to continue to modernise the organisation, enhancing the capability and capacity of enabling services and operational support. The focus will remain on ensuring that An Garda Síochána has the appropriate skills and expertise available to deliver our policing and security services.

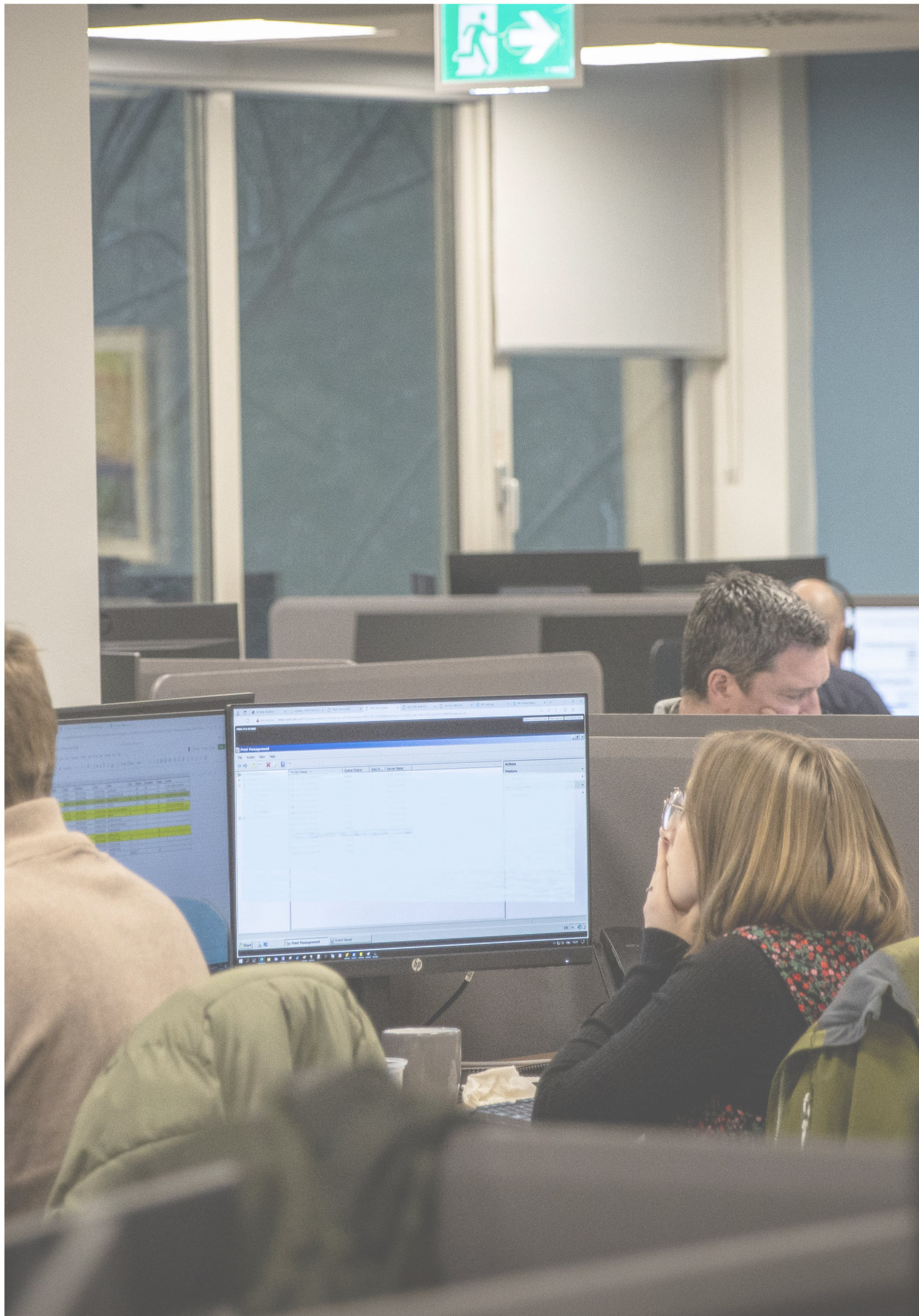
Projected Headcount

(including projected exit and start rates)

Category	Current Strength (as at 30 Nov 2025)	Forecast Closing Position 2025	2026 Target
Garda Members	14,462	14,430	14,820
Garda Staff	3,654	3,654	3,854
Sub-total Personnel Headcount	18,116	18,084	18,674

Recruitment of Garda Members and Reserves			
Category	Intakes (as at 30 Nov 2025)	Total Intakes for 2025	2026 Target
Garda Trainee intakes	792	792	975
Garda Reserve	19	34	300



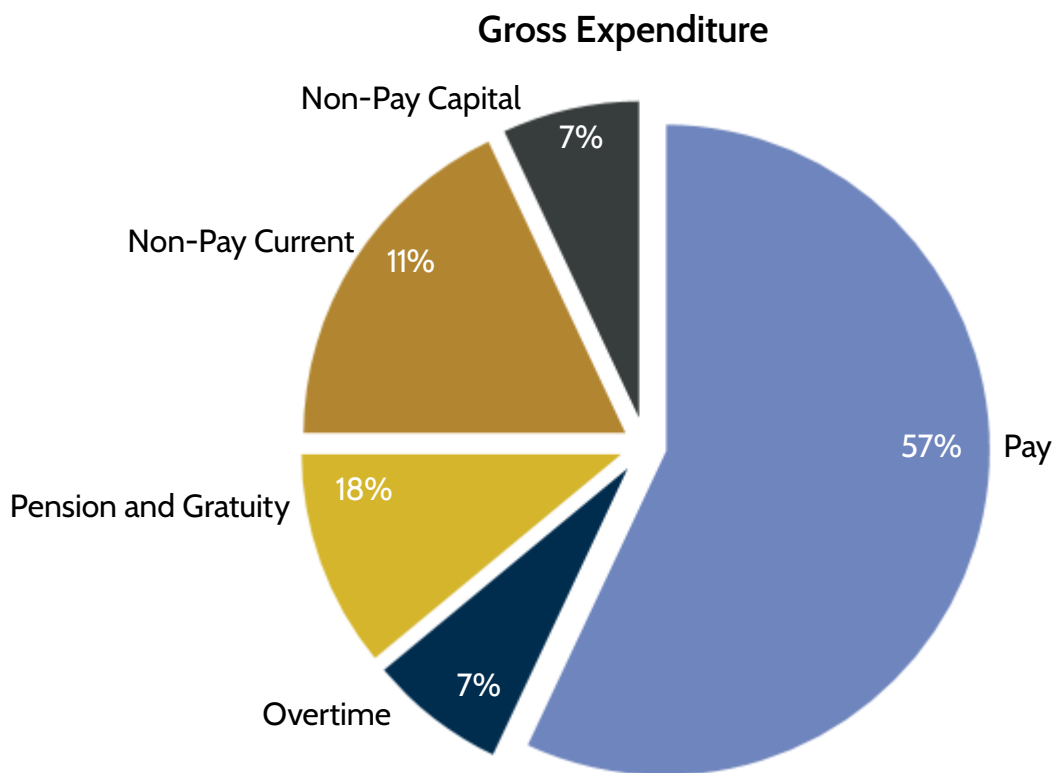


Finance Overview

Budget 2026

Under Vote 20, An Garda Síochána has a gross allocation for 2026 of €2.59 billion* split between €2.4 billion* (93%) operating budget (current) and €173.8 million capital expenditure, excluding deferred capital. This plan does not incorporate the budget for the upcoming EU Presidency, as funding allocations were pending at the time of development.

- » Pay is €1.48 billion*, 57% of the Gross Expenditure Budget.
- » Overtime is €170.6 million*, 7% of the Gross Expenditure Budget.
- » Pension and Gratuity is €472.0 million*, 18% of Gross Expenditure Budget.
- » Operating Expenditure is €292.9 million*, 11% of the Gross Expenditure Budget.
- » Capital Expenditure is €173.8 million, 7% of the Gross Expenditure Budget.
- » Appropriations in Aid is €115.7 million*.



**rounded down, full breakdown on page 40*



Category	2025 Budget Allocation* (€, 000)	2026 Budget Allocation** (€, 000)	Difference 2025 Budget Allocation v 2025 REV (€, 000)
Pay	1,404,751	1,481,751	77,000
Overtime	151,601	170,601	19,000
Pension and Gratuity	473,050	472,050	(1,000)
Non-Pay Current	277,951	292,952	15,001
Non-Pay Capital	173,100	173,800	700
Gross Expenditure	2,480,453	2,591,154	110,701
Appropriations in Aid	(113,500)	(115,750)	(2,250)
Net Expenditure	2,366,953	2,475,404	108,451

* 2025 Budget Allocation – Budget does not include Supplementary Budget allocation
 ** 2026 Budget Allocation – Budget does not include once off funding for EU Presidency 2026

An Garda Síochána is funded through Vote 20. The Revised Estimates Volume (REV), published by the Minister for Public Expenditure, Infrastructure, Public Service Reform and Digitalisation in mid-December each year, sets out the capital and current expenditure allocations for the coming year for each Vote.

The 2026 Pay Budget of €1.48 billion has been allocated. This provides for an additional €77 million funding in order to support recruitment initiatives and Pay increases outlined in the Public Service Agreement 2024 - 2026. Pension and Gratuity Budget of €472.0 million.

Overtime for operational policing needs will need to be tightly managed within the cost envelope given the policing and security demands of 2026.

The non-pay current budget of €292.9 million represents an increase of €15 million in additional funding, which will allow for a range of necessary operational measures in An Garda Síochána. These include a significant increase in Garda Reserve members and funding of An Garda Síochána running costs such as operational services, maintenance costs and equipment. Priority ICT projects in 2026 include the national roll out of Body Worn Cameras and DEMS at scale.

The additional allocation of €0.7 million brings the Capital Budget to €173.8 million, excluding deferred capital. The proposal for the Estates budget will see the completion of the Bailieboro Garda Station and the Drogheda PEMS store (Property & Exhibits Management Store). Construction will advance on Newcastle West and Portlaoise Garda Stations, with construction of new stations at Macroom and Clonmel also set to commence. Priority Capital projects in 2026 include security, further investments in policing operations and capital programmes associated with the transformation of the enabling functions.





APPENDIX



Glossary of Terms

An Garda Síochána

The national police and security service of Ireland, responsible for law enforcement and public safety.

An Garda Síochána Strategic Plan 2026–2028

A three-year roadmap setting out long-term goals of An Garda Síochána.

An Garda Síochána Annual Service Plan (ASP)

A yearly strategic document outlining policing priorities, performance targets, and change initiatives aligned to service provision elements of the Strategic Plan of An Garda Síochána.

Policing, Security and Community Safety Act 2024

Legislation that redefines the statutory framework for policing and community safety in Ireland.

Priority Change Initiatives

Major programmes aimed at modernising An Garda Síochána operations, technology, and workforce capabilities.

DEMS (Digital Evidence Management System)

A system for collecting, storing, and managing digital evidence, including integration with body-worn cameras.

Body-Worn Cameras (BWC)

Wearable devices used by Gardaí to record interactions and incidents, enhancing transparency and safety.

HCM (Human Capital Management)

A system to manage HR functions such as recruitment, performance, and workforce planning.

Operation THOR

A targeted initiative to disrupt burglary and organised property crime across Ireland.

Operation Devise

A programme identifying and intervening in cases involving high-risk domestic abuse perpetrators.

Barnahus Project

A multidisciplinary initiative to support children and young people affected by sexual abuse.

EMPACT

European Multidisciplinary Platform Against Criminal Threats – a framework for coordinated EU-level crime enforcement.



CEPOL

European Union Agency for Law Enforcement Training – supports training and cooperation among EU police forces.

GardaSAFE

A developing metric system to measure emergency response times and resource availability.

Local Community Safety Partnerships (LCSPs)

Forum established to address local safety issues through multi-agency approach by way of development, coordination and implementation of coherent and integrated Local Community Safety Plans.

Vision Zero Strategy

Irish Government national road safety initiative aiming to eliminate fatalities and serious injuries on Irish roads.

Offender Management Model

A framework for managing repeat offenders through coordinated agency efforts.

Drug-Related Intimidation Reporting Programme

A support initiative for victims and families affected by drug-related threats and coercion.

Public Attitude Survey

A tool used to measure public satisfaction and trust in An Garda Síochána services.

Garda College

The national training centre for Garda recruits and personnel development.

Garda Reserve

Volunteer members of An Garda Síochána who support full-time Gardaí in community policing roles.

Operation Táirge

A targeted national initiative to support victims of retail crime and disrupt, prevent and detect those involved in Retail Crime



Annual Service Plan 2026





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