

AN GARDA SÍOCHÁNA



STRATEGY STATEMENT 2013 - 2015



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AN GARDÁ SÍOCHÁNA

VISION `Excellent people delivering policing excellence`

MISSION Working with Communities to Protect and Serve

VALUES

HONESTY Being honest and ethical and adhering to the principles of fairness and justice

ACCOUNTABILITY Accepting individual responsibility and ensuring public accountability

RESPECT Having respect for people, their Human Rights and their needs

PROFESSIONALISM Providing a professional policing service to all communities

Foreword

I am pleased to introduce An Garda Síochána's Strategy Statement for the years 2013 to 2015. This strategy sets the direction for An Garda Síochána by building on the successes of previous years and taking cognisance of the financial realities ahead while delivering the necessary financial savings and operational efficiencies to respond to the Government's objectives. An Garda Síochána's strategic intent is to work in partnership to make our communities safe. This will be achieved through four Strategic Goals:

Goal One: Securing Our Nation

Goal Two: Proactive Policing Operations

Goal Three: Ensuring Safe Communities

Goal Four: Delivering a Professional Service

An Garda Síochána recognises the need to do more with less in the future. An Garda Síochána has achieved significant efficiencies in recent times, while maintaining high standards of policing and security services fit for 21st century demands. This presents a formidable challenge for An Garda Síochána in continuously providing value in the development and delivery of our policing services. In order to respond to this challenge, An Garda Síochána is undergoing significant organisational development with a number of major change initiatives underway.

I am committed to delivering an Organisation Development and Change Programme that has at its core the objective of getting the most from the organisation and our people, by ensuring the best use of resources and the delivery of an enhanced policing service in times of financial constraint. An Garda Síochána will focus on achieving effectiveness and efficiencies through a programme of restructuring and reconfiguration of service delivery methods, concomitant with changes to work practices within new rostering arrangements.

The next three years will be a significant period of organisational change for An Garda Síochána which will result in new methods in the delivery of our policing service. An Garda Síochána's ambitious District and Station Rationalisation Programme is an example of this. Plans for 2013 and beyond are at a very advanced stage and will be submitted to the Minister for Justice and Equality within the terms of our statutory obligations under the Garda Síochána Act 2005.

The policing and organisation development initiatives set out in this strategy reflect Government's policing priorities, public consultation and feedback, and An Garda Síochána's experience in the delivery of a professional and efficient policing service. Whilst



I do not want to underestimate the challenges ahead, I want you to know that I am confident of what can be achieved together. We will continue our community policing philosophy and engage in partnerships with a range of statutory/voluntary agencies and community representatives. This is essential for effective, efficient and accountable policing.

I am also conscious of the impact that the economic downturn may have on crime levels, local communities and on our own membership both sworn and civilian. I remain dedicated to An Garda Síochána's primary objective which is to prevent, detect and disrupt crime and criminal activity and to ensure that people feel safe in their homes, on our roads and in our communities. An Garda Síochána will continue to focus on providing a highly visible presence in our communities, working with local people and our partners to tackle terrorism, crime, drug misuse, major emergencies, traffic related offences, and antisocial behaviour while continuously developing our organisation to meet these and other challenges.

A handwritten signature in black ink that reads "Martin Callinan". The signature is written in a cursive, flowing style.

Martin Callinan
Commissioner of An Garda Síochána



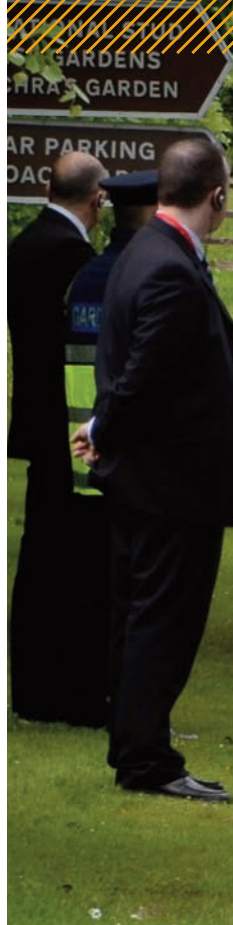
BUILDING OUR STRATEGY







GOAL ONE SECURING OUR NATION



Ensuring our National Security is a key priority for An Garda Síochána. We are committed to maintaining national security and will continue our role in safeguarding international security.

STRATEGIC OBJECTIVES	INITIATIVES	OUTCOME
Ensure our Nation's Security	<ul style="list-style-type: none"> • Targeted operations against terrorist and extremist groups, including dissident republicans • Targeted operations against organised criminal activity, involving terrorist groups 	A Secure State
Continue our Role in International Security	<ul style="list-style-type: none"> • Enhanced level of readiness for major emergencies • Continued exchange of information and intelligence with appropriate domestic and international agencies 	Active Role in International Security

A SECURE STATE



GOAL TWO PROACTIVE POLICING OPERATIONS



An Garda Síochána is committed to protecting the public from serious harm. Working with our partners we will develop targeted policing operations to reduce crime and ensure safety on our roads.

STRATEGIC OBJECTIVES	INITIATIVES	OUTCOME
Confront all forms of crime	<ul style="list-style-type: none"> • Information-led policing operations to combat crime • Work with all our partners to help prevent and reduce the threat posed by crime • Target organised crime, human and drug trafficking networks • Effective investigation of those who engage in white collar and financial crime • Continue to target property crime and persistent offenders • Actively address all forms of violent crime 	Reduced Crime
Provide a safe environment for all road users	<ul style="list-style-type: none"> • Use all available means to deny criminals the use of our roads for criminal activity • Work in partnership with other agencies to successfully enforce our roads policing strategy • Targeted traffic enforcement to reduce deaths and serious injuries on our roads and to challenge dangerous road user behaviour 	Safe Roads

REDUCED CRIME, SAFE ROADS



GOAL THREE ENSURING SAFE COMMUNITIES



An Garda Síochána acknowledges the importance of community based policing. Working in partnership with communities we will continue to tackle the behaviours that affect our communities' quality of life.

STRATEGIC OBJECTIVES	INITIATIVES	OUTCOME
<p>Enhance feelings of safety and confidence within our communities</p>	<ul style="list-style-type: none"> • Active community engagement to develop appropriate policing strategies that meet the needs and priorities of communities • Continue to support victims of crime and improve the services available to them 	<p>Safe Homes</p>
<p>Provide a policing service that recognises the needs and priorities of our communities</p>	<ul style="list-style-type: none"> • Support and protect vulnerable and diverse sections of our communities through community policing and proactive engagement • Targeted local crime reduction and prevention initiatives • Working in partnership, An Garda Síochána will continue to tackle public disorder and antisocial behaviour that will affect a community's quality of life • Provision of a visible and responsive policing service 	<p>Safe Communities</p>

SAFE HOMES, SAFE COMMUNITIES



GOAL FOUR DELIVERING A PROFESSIONAL SERVICE



An Garda Síochána will continue to use all available resources efficiently to ensure the delivery of a professional policing service.

STRATEGIC OBJECTIVES	INITIATIVES	OUTCOME
Efficient and innovative use of resources	<ul style="list-style-type: none"> • Develop new approaches to policing aimed at sustaining service delivery in line with our budget and resources • Restructure the organisation to best meet the challenges of criminal activity and public demands 	Best Use of Resources
Develop our organisation and our people	<ul style="list-style-type: none"> • Maintain and develop the knowledge and skills of our people to ensure we are capable of tackling crime and meeting the needs of our communities • Continue to enhance our organisation's performance and accountability systems • Harness technology and information to generate efficiencies in the delivery of a policing service • Reduce the organisation's cost base by exploring shared service opportunities across the public service 	Enhanced Service Delivery

ENHANCED SERVICE DELIVERY

