

An Garda Síochána

Strategic Plan 2026-2028



Commissioner's foreword



I am pleased to present this An Garda Síochána Strategic Plan for 2026 to 2028, which is the first to be produced in accordance with the provisions of the Policing, Security and Community Safety Act 2024. This Strategic Plan sets our organisational intent for the next three years, centred on our commitment 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.

The global landscape in which this Strategic Plan will be delivered is complex, volatile and increasingly difficult to predict. In this space, having a clear sense of purpose, values and mission is critical. Public safety and security are fundamental for any society to prosper. In a digitally-integrated world, where the nature of harm is changing faster than at any point in history, static approaches to delivering policing services are not enough. The need for An Garda Síochána to safeguard Irish society is as strong today as it was a century ago. The ways in which we will fulfil this duty, however, must continue to evolve.

This Strategic Plan represents the culmination of an extensive consultation process which included workshops, surveys, written engagement and meetings with hundreds of members of the public and Garda personnel across the country. We have listened to people's aspirations, concerns and views, and have sought to thread them into a concise and focused strategy that will allow us to bring An Garda Síochána forward together. Over the next three years, we will continue to focus on understanding the needs of every community, and working to provide them with the right mix of services, supports and local engagement.

One of the grounding principles of this Strategic Plan is how we intend to work together with our partner agencies, local stakeholders, and members of the public. In a world where crime does not recognise borders, and the complexities of social challenges extend beyond the reach of any one organisation, there is a fundamental need for us all to share in the design and delivery of local and national solutions. A key component of this approach will be co-ordination with our partner agencies at service level to identify, support and protect vulnerable and at-risk people living in our communities.

An Garda Síochána is a robust and resilient service. However, we cannot keep communities safe on our own. In delivery of this Strategic Plan, we will commit to prioritising the core services that our communities expect and deserve, framed by the principles of the Policing, Security and Community Safety Act. If and when competing demands arise, we firmly intend to place the policing needs of our communities first. In doing so, we expect our partner agencies to meet their statutory obligations in turn and support, in both practice and principle, the reality that preserving public safety and safeguarding vulnerable people is not the responsibility of An Garda Síochána alone.

Having the right people, with the right supports, and the right values will be a central building block for delivery of our mission. The strategic priorities for recruitment and retention, health and wellbeing, and enhancing a positive organisational culture in this plan underpin our desire to make An Garda Síochána an employer of choice for the workforce of the future.



An Garda Síochána has undergone a significant period of transformation and renewal in recent years. As we move beyond the implementation of the 'A Policing Service for Our Future' programme, our organisation will focus on continuous improvement and innovation from within. At a time when disruptive technologies have begun to have an outsized influence on the form and function of crime, we are committed to investing and scaling the technological capabilities we need to meet these challenges, protect individuals and communities, and hold offenders to account.

Keeping People Safe is a foundational commitment that I, and each member of our organisation, will work to uphold every day, guided and enabled by this Strategic Plan. At a time when disinformation can travel around the world in an instant, and threats to public safety can emerge in a moment, An Garda Síochána will continue to stand between our communities and those that would seek to do them harm.



Justin Kelly,
Commissioner,
An Garda Síochána

Chairperson of the Garda Board's foreword



I am pleased to present this Strategic Plan 2026-2028 of An Garda Síochána following commencement of the Policing, Security and Community Safety Act 2024. This Strategic Plan sets the direction for An Garda Síochána over the next three years.

Policing in the modern world is very demanding and the challenges that An Garda Síochána face are increasing, through more complex crime investigations, disturbing levels of domestic violence, combatting organised crime and drug related intimidation, increasing levels of crime carried out online, hate motivated crime as well as dealing with increased levels of vulnerability in the community. Against this backdrop, this Strategic Plan is focused on delivering effective services that keep people safe and enhance the capability of the organisation within available resources. The Board looks forward to the delivery of the Strategic Plan over the next three years in conjunction with key stakeholders so that communities can have confidence in the policing service being delivered.

I would like to express my gratitude to all those who have contributed to the preparation of this Plan, and to the dedicated members and staff of An Garda Síochána who provide the critical service of keeping people safe in our communities.

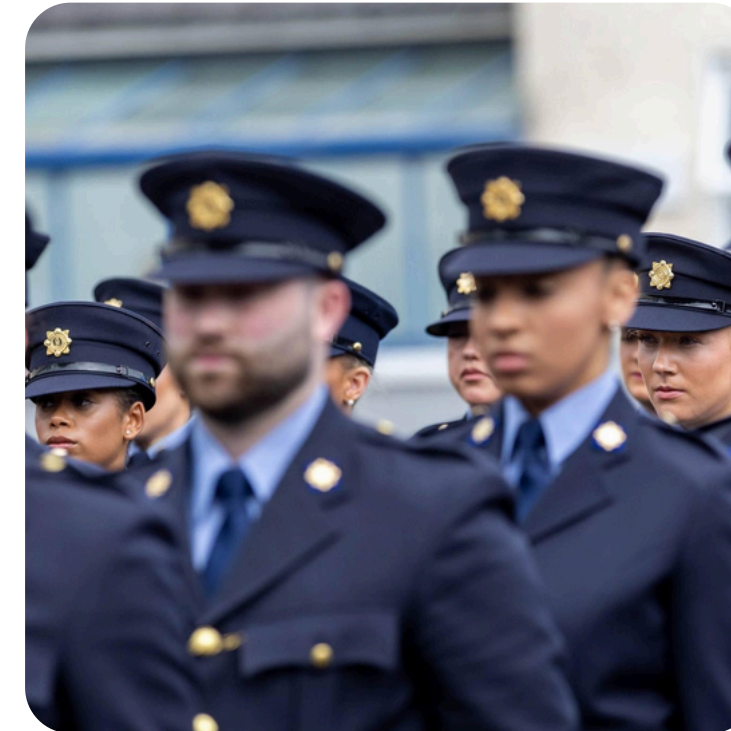
A handwritten signature in black ink, reading 'Donal de Buitléir'.

Donal de Buitléir
Chairman
Garda Board

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.



How we developed this Strategic Plan



Organisational learning and legislative context

A review of our 2022-2024 Strategy Statement fed into the scope, context and focus of this Strategic Plan, which is our first to be developed in accordance with the provisions of Section 63 of the Policing, Security and Community Safety Act 2024.

External engagement

Members of the public were invited to participate in an online survey, while face-to-face meetings were held across the country with community organisations, advocacy groups, and other local stakeholders.

Internal engagement

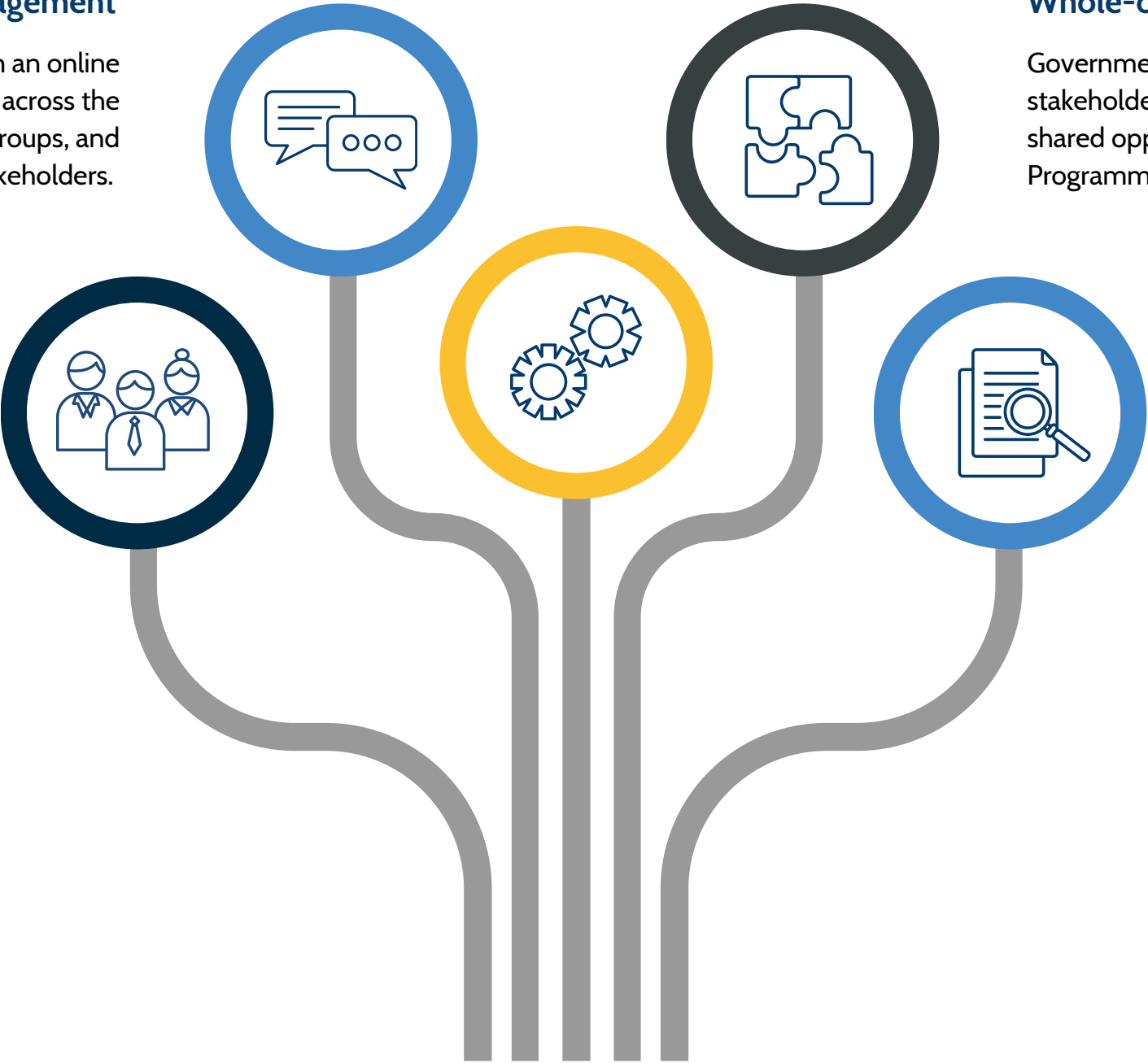
Views and perspectives were gathered from across our organisation through focus groups, written submissions, interviews and an internal survey.

Whole-of-Government approach

Government departments, partner service agencies and other key stakeholders from the public sector were engaged with, to consider shared opportunities, synergies and strategic alignment, within the Programme for Government.

Strategic horizon scanning

A dedicated research function which considered international policing best practice, policy analysis, and comparative studies to assess the emerging strategic landscape.



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



Keeping People Safe through effective services

The core of our Strategic Plan will be the delivery of effective, evidence-based and responsive policing services that will increase public safety, support communities, tackle crime, and protect the vulnerable.

01

Prevent, detect and disrupt crime



Our strategic objective

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

Our strategic priorities

We will target and disrupt serious and organised crime, working as part of a collaborative global response to serious criminal threats.

We will tackle the threat posed by emerging and disruptive technologies as criminal tools in a digital landscape.

We will embed a cohesive, co-ordinated approach to assessing threats, sharing information and targeting crime across all levels of our organisation.

We will help individuals and communities to understand and stay safe from the risks of all forms of crime.

Our strategic outcomes

The ability of organised and serious criminal gangs to inflict harm on communities will be reduced, through enforcement and crime prevention.

We will disrupt and guard against cyber-dependent crime, including the threat of artificial intelligence as a criminal tool.

Through our National Criminal Intelligence Framework, we will enhance a standardised, information-led approach to disruption and detection of crime at every level.

We will continue to have strong connections with our national and international policing partners, working to realise our commitment to Europol's EMPACT priorities.

Safeguard and support victims and vulnerable people



Our strategic objective

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

Our strategic priorities

We will listen to, understand and support victims of crime, working collaboratively with partner agencies and advocacy groups.

We will ensure that victims of domestic, sexual, gender-based and hate crimes receive specialised and consistent support at every level.

We will target and disrupt criminal networks engaged in the trafficking, exploitation and harm of vulnerable people, including children and migrants.

We will work with partners across society to create synergies and deliver shared solutions for vulnerable and at-risk people in our communities.

Our strategic outcomes

Victims from across all communities will trust An Garda Síochána, and have confidence in reporting crime.

We will closely collaborate with our partners at every level to design and deliver services to protect vulnerable people, and vindicate their Human Rights.

Victims of crime will be increasingly satisfied with the support and service they receive from An Garda Síochána.

Our evidence-based understanding of victimisation in local communities, and the diverse needs of individual victims, is providing the basis for our decisions, actions and protective interventions.

Safer communities and safer roads



Our strategic objective

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

Our strategic priorities

- We will continue to be a connected and trusted partner in every community, working to achieve shared solutions to local problems.
- We will Keep People Safe by delivering visible, proactive and responsive policing services in every community.
- We will work to protect communities from harm and recidivist offending, as part of a Whole-of-Government response.
- We will work with our partner agencies to reduce harm on our roads, and realise our shared commitment to the Government’s ‘Vision Zero’ Road Safety Strategy.

Our strategic outcomes

- All communities will feel safe, supported and connected with An Garda Síochána.
- Fatalities and serious injuries on our roads will be reduced through supporting the seven safe systems of ‘Vision Zero’.
- We understand the unique needs and concerns of every community, and are delivering the right blend of engagement, service, expertise and communication.
- Through Local Community Safety Partnerships, An Garda Síochána will belong to a collaborative framework working to solve problems, prevent harm and increase public safety together.

Protect the security of the State



Our strategic objective

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

Our strategic priorities

We will strengthen our capacity to identify and respond to all threats to the security of the State.

We will embed a cohesive approach to how we gather, analyse and share intelligence that will allow us to anticipate, identify and respond to threats to State security.

We will continue to enhance our relationships with our policing and security partners, as part of a collaborative response to State and international security.

Our strategic outcomes

We will have a clear understanding of domestic and international threats, and will continue to build capacity to respond to them effectively.

We will have increased capacity to proactively identify and disrupt potential terrorism and the activities of hostile actors.

We will continue to strengthen our national and international partnerships, enhancing our ability to deliver effective, intelligence-led operations.

Keeping People Safe: How we will measure success

As the nature of threats continues to evolve in a dynamic landscape, we will continue to deliver key services in communities, and protect the security of the Irish State, in keeping with our obligations under Section 62 of the Policing and Community Safety Act 2024, while responding to the threat of new and emerging types of crime. During the lifetime of this Strategic Plan, we will measure and assess policing performance using an outcomes-based approach. This will support a balanced assessment and reflection of performance indicators based on operational outputs, and impact indicators derived from the results of our Public Attitudes Survey, other relevant systems and available reports.



Policing Service – Strategic Commitments to 2028

- **Visible Community-Centric Policing:** We will maintain a strong and visible presence within communities, fostering collaborative, multi-agency partnerships to address anti-social behaviour, enhance public safety and proactively address local concerns. We will expand our high visibility policing pilot beyond Dublin city into the greater Dublin area and to urban areas in every region around the country. We will do this utilising an increased number of High Visibility foot beats in designated locations, measured through Garda Safe dispatch data, RDMS roster duty data, key performance indicators and stakeholder feedback. The public will hold mid to high levels of Trust in An Garda Síochána of 90% as detailed in the Public Attitudes survey.
- **Victim Experience and Public Confidence:** We will implement progressive policies aimed at improving the experience of victims of crime who engage with An Garda Síochána. We will strive to achieve a victim satisfaction rate of at least 60%.
- **Targeted Disruption of Serious and Organised Crime:** We will strive to intensify efforts to dismantle organised and serious criminal networks, through increasing the number of operations undertaken to identify victims of human trafficking, supply of illicit drugs, and prosecutions for organised crime and firearm related offences.
- **Road Safety and Collision Reduction:** We will strive to reduce the number of fatal and serious injury collisions on our roads through robust national education, local enforcement and proactive detection of life saver offences which will increase by 10%. Supported by local performance monitoring and strategic collaboration with key partners to improve road safety.
- **Prevention of Domestic, Sexual, and Gender-Based Violence:** We will work to decrease the number of domestic abuse homicides by encouraging reporting, strengthening investigative practices, and deploying risk-based interventions in close cooperation with multi-agency partners. The experience of the victim is central where we aim to conduct 80% of call backs to victims within 7 days.
- **Cybercrime and Digital Security:** We will continue to counter cyber-enabled crime and emerging security threats by expanding our technical capabilities, enhancing digital evidence management, and fortifying organisational infrastructure and technological resilience – in order to support an increase in the number of fraud and economic crime incidents reported and incidents investigated.





Build and scale our capabilities

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 we need to ensure that our organisation is effective, and that our people can thrive, now and in the future.

02

Our strategic focus on empowering and supporting our people



Health and Wellbeing

Through implementation of our Health and Wellbeing Strategy, we will actively advocate for the physical and mental wellbeing of our workforce, and support their ability to deliver policing and security services.

Fostering a supportive and inclusive culture

We will reinforce an organisational culture of equity and shared values, through which our people feel recognised and rewarded by a career in An Garda Síochána.



Learning, training and professional development

We will provide our people with training, education and career progression opportunities, supporting them to feel capable and resilient in their work.

Employee engagement and communication

We will ensure that our people feel valued and listened to, with clear and meaningful internal engagement and communication.

Holistic and effective human resource supports

Our strategic ambition for human resources will ensure that all personnel feel supported, empowered and fulfilled at every stage of their career in An Garda Síochána.

Our People

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

How we will transform our capabilities in human resources



A strategic vision for human resources

Our policies, priorities and decisions will flow from our overarching Human Resources strategy.



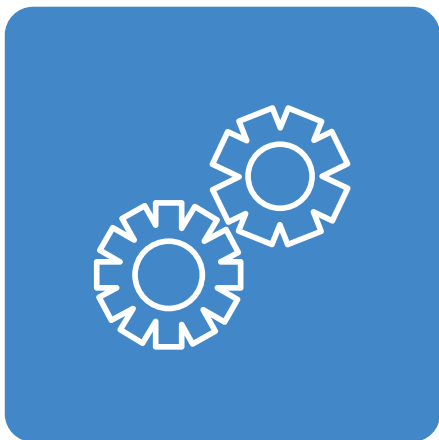
Agile recruitment architecture

We will develop and deliver expanded and specialised recruitment pipelines at scale.



New operating structures for human resources

We will design and implement a new HR operating model for People and Development, to provide enhanced services at national and local levels.



Workforce planning, headcount planning and resourcing insights

We will invest in processes and systems that will help to ensure that we have the right people, with the right skills, in the right roles.

Talent management, performance and career planning

We will design and implement frameworks to support holistic talent development, performance management, succession planning, and a career framework for all Garda personnel.

Procure and embed IT solutions for human resources

Investment in our central HR function will be supported by efficient processes, automation and third-party sourcing.

Our Organisation

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

Our approach to enhancing our organisational capability



Evolving our corporate strategy and vision

The priorities and outcomes of our Strategic Plan will frame our corporate decision-making, with a clear focus on prioritising frontline services.



Modelling, insights, decisions and reporting supported by data and technology

We will continue to develop, deliver, scale and integrate the systems we need to support information-led, data-enabled services and decisions at every level.



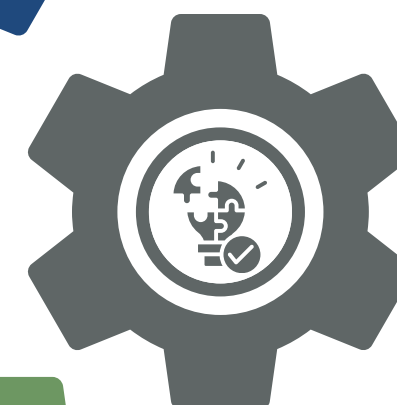
Building workforce capacity and capability

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.



Embedding transformation, innovation and continuous improvement

We will realise our vision for the future of our organisation through supportive transformation, innovation and continuous improvement.



Prioritisation, funding and resource allocation

Our service and organisational objectives will be prioritised and appropriately funded, to ensure that we can achieve our policing and security strategic outcomes.



Our Organisation

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

Facing the strategic challenges of the future



As a policing and security service, we understand the need to anticipate future volatility, risk and uncertainty.

As part of our Strategic Plan, we will be committed to enhancing our ability to identify and prepare for unpredictable scenarios, emerging criminal threats, long-term strategic challenges, including the security environment.

Our Future

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

Protecting the security of our digital infrastructure

Ensuring that our data assets, information and digital operating systems are secure from hostile actors.

Artificial intelligence and disruptive technologies

Continuously working to understand the threats and opportunities presented by artificial intelligence, disruptive technologies and algorithmic models.

Sustainability and climate action

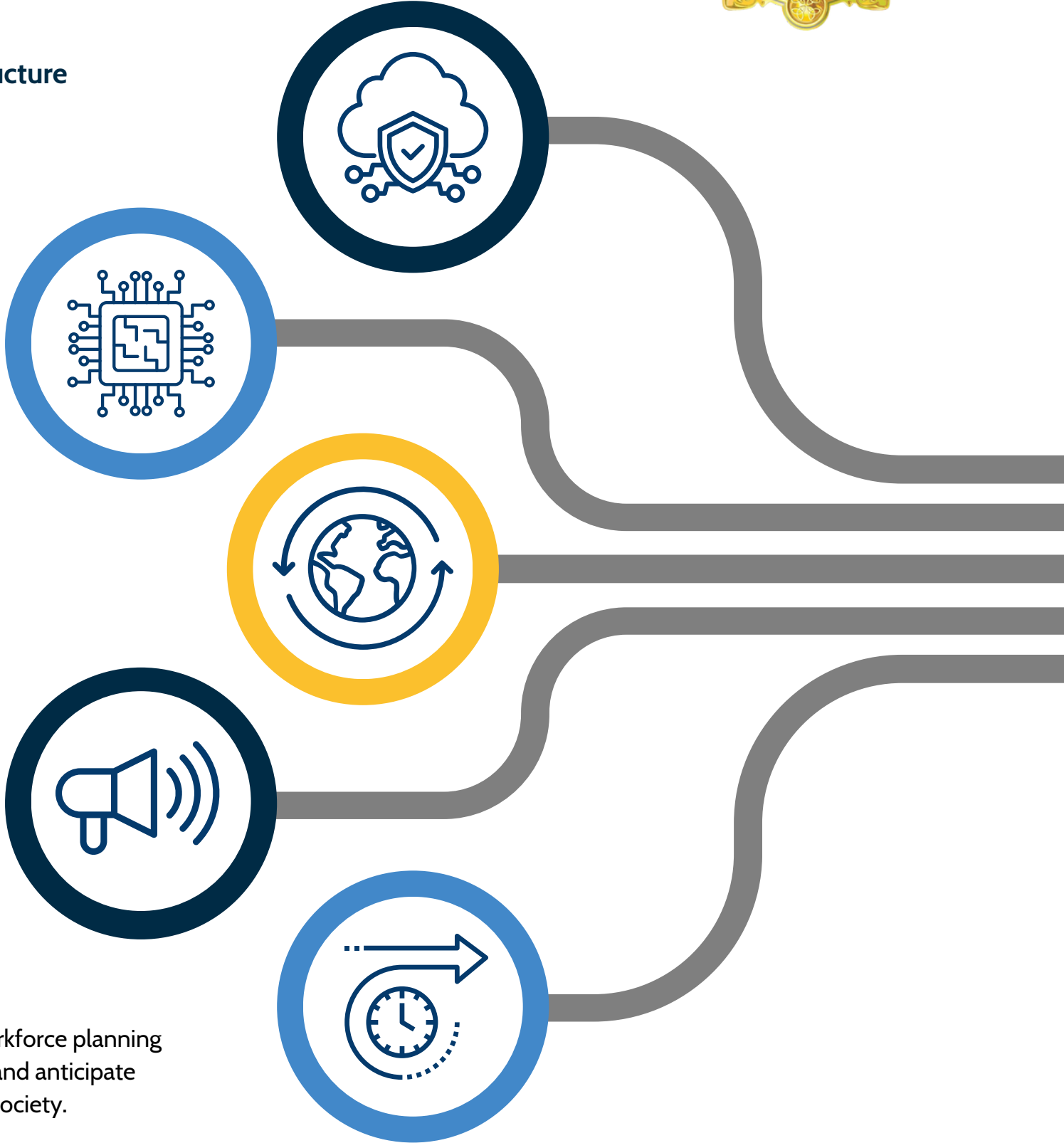
Implementing our Climate Action Roadmap to ensure that we can meet decarbonisation and future energy efficiency targets for the public sector.

Online misinformation as a threat to public safety

Utilising our communications platforms to help counter public misinformation, supporting the work of lead public agencies including Coimisiún na Meán and An Coimisiún Toghcháin.

Anticipating demographic changes

Embedding a future-focused approach to strategic workforce planning and service design, to ensure that we can understand and anticipate evolving community safety and policing needs in our society.



Building and scaling our capabilities: How we will measure success

The strategic vision for An Garda Síochána is to grow capacity and capability over the next three years, to deliver a visible and effective policing service in every community. Achieving our ambition will require a cohesive and aligned focus across our internal enabling functions. This Strategic Plan provides that focus. While acknowledging wider public sector dependencies that are outside the control of An Garda Síochána, we remain committed to achieving clear, ambitious targets for the growth of our organisation over the next three years.



Enabling Functions – Strategic Commitments to 2028

- **Strengthen Organisational Capacity:** 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.
- **Expand Garda Training Capacity:** We will increase the capacity of the Garda College to facilitate the training of up to 1,000 new Garda members annually, ensuring a consistent pipeline of skilled personnel to meet operational demands.
- **Deliver Operational Plans Within Approved Budgetary Frameworks:** We will implement all Operational Policing Plans in alignment with the annual Government budget allocation, ensuring fiscal discipline and transparency through the Appropriation Account.
- **Advance Capital Investment in Infrastructure and Technology:** We will enhance organisational capability through strategic capital investments in digital technologies, fleet modernisation, and estate development, supported by funding under the National Development Plan.
 - New Garda headquarter buildings in Macroom and Clonmel
 - Nationwide roll out of Body Worn Cameras supported by a Digital Evidence Management Solution
 - Digital Transformation of Human Resources processes
 - Modernisation of fleet, air and water transport
- **Improvement of Criminal Investigation Capabilities:** We will improve the effectiveness of criminal investigations by deploying the Investigation Management System (IMS) across the organisation and enhancing data and analytics capabilities
- **Strengthen Financial Governance and Public Value:** We will reinforce financial controls and optimise value for public funds by aligning with the National Shared Services Office, ensuring compliance and efficiency across financial operations.
- **Enhance Workforce Satisfaction and Development:** We will maintain and improve job satisfaction and employee engagement across all Garda personnel through targeted investment in performance management, continuous learning, professional development, and wellbeing initiatives.
- **Promote Gender Equity and Representation:** We will improve gender representation at all levels of the organisation and actively work to minimise the gender pay gap through inclusive recruitment, career progression, and policy reform.
- **Support National Climate Objectives:** We will reduce our organisational carbon footprint in accordance with Government targets outlined in the Climate Action Roadmap 2023–2030, contributing to a more sustainable public service.





Realise our delivery principles

Successful implementation of this Strategic Plan will be achieved through clear accountability structures, corporate focus, and a shared sense of mission across our organisation.

03

Integrate and enhance human rights, equality and ethical practices



The dedication of An Garda Síochána to human rights, equality and ethical practices is a foundational principle of this Strategic Plan. Underpinned by our Code of Ethics, and embodied by our Human Rights Strategy, An Garda Síochána is committed to ensuring that our actions, decisions, policies, and organisational culture reflect our moral obligations to the public, and the vindication of human rights.

As an organisation, An Garda Síochána is committed to openness, transparency, and ensuring that a human rights-based approach to policing is embedded in our culture and actions. This has been exemplified by the training of thousands of Garda personnel in an accredited human rights programme during the lifetime of our previous strategy, a commitment that will continue under the 2026-2028 Strategic Plan.

This network of human rights champions, who represent a cross-section of all grades and ranks among Garda personnel, act as primary advocates for human rights-based thinking and behaviour across our organisation, now and in the future. Enhanced by our strategic focus on equality, diversity and inclusion, empowering our organisation to frame all actions, decisions and operations through a human rights context will be underpinning delivery principles for this Strategic Plan.

These principles are realised through a layered framework comprised of, among other approaches, the Garda Decision-Making Model, our human rights screening tool, and our Code of Ethics. Together, these are underpinned by our statutory obligations, including those under the Irish Human Rights and Equality Commission Act of 2014.

The Garda Decision-Making Model is a tool designed to ensure consistency of decisions even in the most dynamic and challenging circumstances. Adopting a rights and ethics-based model for decision-making helps to embed human rights principles in a consistent, transparent and accountable process, with legal and ethical obligations at its core.

Our Code of Ethics outlines the principles and standards which guide the actions and behaviour of all Garda personnel, at every level of the organisation. It plays a fundamental role in embedding the highest standards of honesty, integrity and equality in everything we do. Our human rights screening tool, which is used in the development of all operational orders, procedures, policies and training materials, provides a consistent and effective approach to ensuring that human rights considerations are practical, meaningful and present in our day-to-day services.

An Garda Síochána has a dedicated internal human rights legal advisory function which ensures that our knowledge and skills align with national and international best practices, to continue our journey in promoting a culture of human rights and equality.



The Garda Decision-Making Model

Cohesively plan, prioritise and deliver our organisational goals



This Strategic Plan is designed to frame and guide the operational policies, sub-strategies and decision-making approaches of our organisation from 2026 to 2028. By providing a connecting thread between our national and local services, this Strategic Plan will reinforce consistency in how we work to realise our mission of Keeping People Safe, every day.

Under the Policing, Security and Community Safety (PSCS) Act of 2024, An Garda Síochána will produce an Annual Service Plan. This planning model will support ever closer alignment and transparency in how we allocate our resources, prioritise key programmes, and work to realise our strategic objectives and outcomes for policing services.

The Garda Síochána Annual Service Plan will be the primary mechanism for implementation of this Strategic Plan. Developed in accordance with the provisions of Section 65 of the Policing, Security and Community Safety Act, the Annual Service Plan will satisfy a number of statutory obligations, including providing information on:

- The type and volume of services to be provided by An Garda Síochána, the objectives to be achieved, and estimates of the financial resources required
- The performance targets to be achieved in relation to each objective
- Estimates for the number of Garda personnel for the year
- Estimates of income and expenditure for the year, including capital expenditure.

Delivery of the outcomes of this Strategic Plan will be contingent on provision of sufficient resources to do so, both in terms of financial resources and personnel.

The introduction of an Annual Service Plan will allow our organisation to integrate prioritisation of investments, budgetary estimates, workforce planning and the design of policing targets into a single framework with defined, measurable outcomes. Our annual objectives will be connected back to the overarching focus of this Strategic Plan. This will ensure that over the next three years, our planning and decision-making, at every level, will be cohesive, clear and directly linked to our mission, vision and strategic intent.

An underpinning principle of delivery of this Strategic Plan is our expectation that our partners and peer agencies will meet their obligations in relation to community safety, national security, and the welfare of vulnerable people. At a time of competing demands for limited resources, An Garda Síochána will be firm and fair in our position to prioritise the delivery of policing services in communities, in line with our core responsibilities and statutory functions.

The development and implementation of the Annual Service Plan will exist within the cross-section of oversight bodies established under the PSCS Act. The Garda Board will adopt the Annual Service Plan, while the Policing and Community Safety Authority will keep under review the objectives of the plan that relate to delivery of policing services. An Garda Síochána recognises the need to ensure that public confidence in policing is upheld through the principle of clear, defined and consistent oversight.

Our strategic emphasis on prioritisation and planning will also extend to the implementation of corporate enabling strategies that will sit under this Strategic Plan. Under the provisions of the PSCS Act, oversight of these strategies will fall to the Garda Board, in order to ensure best practice in governance and accountability.



Embed sustainable governance and accountability



This Strategic Plan is the first to be produced by An Garda Síochána in accordance with the provisions of the Policing, Security and Community Safety Act of 2024. Under this Act, the oversight framework that An Garda Síochána will operate within, has been expanded and diversified, under the overall aegis of the Minister for Justice, Home Affairs and Migration.

The Board of An Garda Síochána will be responsible for monitoring the strategy, performance, internal governance and financial control of the organisation. The Policing and Community Safety Authority will assess the performance of An Garda Síochána in the delivery of policing services to the public. The Office of the Police Ombudsman, Fiosrú, will support public confidence in An Garda Síochána through the independent oversight and resolution of complaints made against Garda Personnel, where appropriate.

The Independent Examiner of Security Legislation will keep under review the operation and effectiveness of security legislation, and issue recommendations where appropriate, to support the Government in protecting the security of the State. The Policing, Security and Community Safety Act also establishes a new National Office for Community Safety, which will work in partnership with An Garda Síochána, and other public bodies, to deliver a shared ambition for improved community safety, to be realised through Local Community Safety Partnerships.

One of the core design principles of this Strategic Plan is to ensure alignment with this new assurance framework, in order to support each oversight body in the performance of their role, and maintaining public confidence in An Garda Síochána. As an organisation, we remain committed to embedding a culture of sustainable governance, accountability, transparency and effective use of resources at every level.

The tiered design of this Strategic Plan distinguishes our objectives for policing services from our goals for organisational growth, within the broad and unifying mission of Keeping People Safe. While categorising strategic objectives in a manner that reflects the breadth and scale of our organisation, this delineation between services and capabilities also aligns with the differing remits of our principal oversight bodies.

Progress towards achieving our outcomes in the service categories of prevent, detect and disrupt crime; safeguard and support victims and vulnerable people; and safer Communities and safer Roads will be reported to and assessed by the Policing and Community Safety Authority. As per statutory provisions, all operations and activities linked to State Security will be reported on directly to the Minister for Justice, Home Affairs and Migration by the Commissioner, within a legislative framework that will be subject to the assessment and assurance of the Independent Examiner.

The work undertaken during the lifetime of this Strategic Plan to build and scale our organisational capabilities, including delivery of our human resources strategy; our finance vision, budgetary framework and capital planning; implementation of our data and technology vision; delivery of our health and wellbeing strategy; ongoing organisational transformation, and other corporate enabling functions, will be overseen by and reported on to the Garda Board. The Garda Board will also perform a key role in overseeing implementation of the Garda Síochána Climate Action Roadmap 2023-2030, through which our organisation will continue to work to reduce our carbon footprint, and embed a culture of sustainable growth that aligns with both carbon emissions targets, and UN Sustainable Goals.

In addition to the external oversight and assurance mechanisms established under the Policing, Security and Community Safety Act, this Strategic Plan will be subject to robust internal governance and control. The Garda Executive and Senior Leadership Team, working under the authority of the Commissioner of An Garda Síochána, will have policy and operational responsibility for delivery of the component sub-strategies that will flow from this Strategic Plan. This will be supported by an internal governance framework that will incorporate audit and risk controls, centralised financial management, workforce planning and resource prioritisation. The Garda Board will be responsible for assessing the effectiveness of these controls, reporting to the Minister for Justice, Home Affairs and Migration.

Our Strategic Plan implementation roadmap



**Keeping People Safe
through effective
services**

**Build and scale
our capabilities**

2026

- Ensuring a safe and secure Irish presidency of the Council of the European Union in 2026
- Commence implementation of Digital Evidence Management System and national rollout of Body Worn Cameras
- Expansion of the High Risk Victim Support programme
- Support the rollout of Local Community Safety Partnerships nationwide, under the aegis of the National Office for Community Safety
- Continuous improvement and support for the new Operating Model across our organisation.

- Commence implementation of new Human Capital Management System
- Implementation of new organisational model for People and Development
- Delivery of our first Annual Service Plan, alongside a new demand and prioritisation framework
- Data and Analytics Strategy and implementation plan agreed
- Develop strategy to optimise the use of our Garda Estate
- Ongoing delivery of cyber security programme, as part of a multi-annual investment in our ICT infrastructure
- Commence implementation of our Equality, Diversity and Inclusion Strategy and action plan.

2027

- Complete deployment of the Investigation Management System (IMS) in all operational Regions
- Ongoing deployment and integration of Digital Evidence Management system and Body Worn Cameras
- Implementation of National Criminal Intelligence Framework, in line with agreed design and approach.

- Migration to new Financial Services System (multi-annual programme)
- Delivery of new Human Rights Strategy
- Ongoing delivery of Innovation and Continuous Improvement programme
- Continued implementation of Climate Action Roadmap
- Completion of current phase of organisational Culture programme
- Scoping and design of an Artificial Intelligence Strategy, in alignment with wider public sector guidelines and approach.

2028

- Complete deployment and integration of Digital Evidence Management system and Body Worn Cameras
- Delivery of technology, system and equipment upgrade programmes to support improvements to front line policing services in our communities (multi-annual)
- Ongoing delivery of high risk victim support initiatives and roads policing programmes
- Organisational readiness to carry out required functions in line with legislation, including the Garda Powers Act and Digital Services Act (multi-annual programme).

- Complete delivery of new Human Capital Management System
- Ongoing optimisation of Garda Estate Portfolio in line with strategy
- Commence implementation of Artificial Intelligence Strategy
- Development and agreement of An Garda Síochána Strategic Plan for 2029 – 2031
- Expansion of the Garda College along with ongoing delivery of recruitment and vetting programme
- Deliver of agreed initiatives identified in our Culture Audit programme.



Contact us



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