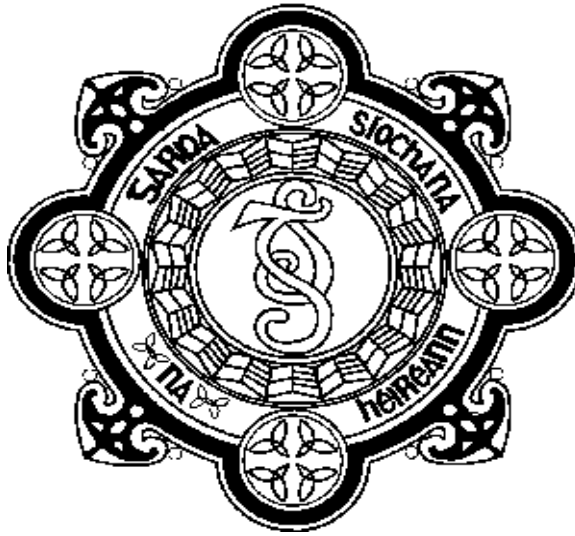


# An Garda Síochána



## Corporate Strategy 2005 - 2007

This is a three year strategic plan for policing in Ireland which will commence on 1<sup>st</sup> January 2005 and end on 31<sup>st</sup> December 2007.

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## Garda Statement of Strategy

An Garda Síochána has a responsibility to provide a safe environment where people can go about their lawful business and enjoy a good quality of life without fear of crime or criminal behaviour.

In pursuit of these priorities, our strategy is to confront and challenge crime and criminal behaviour, public violence and disorder, dangerous and careless road user behaviour and the activities of subversive and terrorist groups who pose a direct and significant threat to the democratic institutions and the public we are sworn to protect. The Government's decision to increase the strength of An Garda Síochána to 14,000 and establish a dedicated Garda Traffic Corps will enhance our ability to achieve this.



Everything we do must be of the highest quality. We must constantly strive to provide excellent value in the development and delivery of our policing services. We must respond to the service needs of the public in a courteous, respectful, helpful and professional manner, seeking always to build trust and trustworthy relationships with the community we serve.

We are responsible to our staff, the women and men who work with us throughout the country. We recognise every member of our staff as a unique individual, who deserves our respect and recognition for their dignity, merit and contribution. We are committed to providing our staff with rewarding, challenging and developmental opportunities, so that they can reach their personal and professional potential. We are committed to empowering and developing our staff, providing equal opportunity in the workplace, and advancement opportunities based on merit and qualification. We are committed to providing competent, innovative and insightful leadership and management.

We are committed to promoting and supporting public policy as espoused by Government and as reflected by the comprehensive up-dating of the legislative basis of An Garda Síochána proposed in the Garda Síochána Bill. This will be reflected in the development, management and delivery of our policing services. We will strive always to provide excellent stakeholder value for the monies and resources committed by Government to An Garda Síochána. In our dedication to excellence, we are committed to pursuing a continuous improvement strategy through learning, innovation and commitment to improvement focused change.

Finally, everything we do will be bounded and enabled by our respect for the dignity of the person, our duty to uphold and obey the rule of law, together with our faithfulness to Garda professional values and ethical standards and strict adherence to human rights principles, which underpin our public mandate.

It is on these commitments and standards that we submit ourselves to you, our stakeholders, as the ultimate arbiters of the quality, effectiveness, credibility and appropriateness of our contribution to society.



Noel Conroy  
Commissioner

January 2005

## Vision

**A safer Ireland through policing excellence.**

## Mission

To achieve the highest attainable level of personal protection, community commitment and State security.

## Values

- Respect for people and their needs
- Human rights protection
- Service to the community
- A caring service culture
- Closeness to the people
- Policing responsiveness
- Policing performance
- Individual responsibility

## Garda Corporate Strategy: Development and Implementation

The Corporate Strategy of An Garda Síochána identifies public safety and public confidence as the twin imperatives for our organisation. Consequently, the implementation of our strategy will be guided and assured by the systematic pursuit of the relationships which are identified in our Garda Strategy Map (Page 6). Annual Policing Plans incorporating performance measures, will be deployed over the three year period to ensure that this strategy remains realistic and relevant, and that progress towards the achievement of the strategy can be assured and effectively evaluated.



### Mission Statement:

To achieve the highest attainable level of Personal Protection, Community Commitment and State Security.

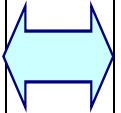
## Strategic Goals and Initiatives

The strategic goals set out in this Strategy identify the critical areas for Garda actions in furtherance of our commitment to make Ireland safer through policing excellence. The central focus is public safety and public confidence. Our ability to successfully pursue, and ultimately accomplish, our strategic intent requires us to enhance the capability of An Garda Síochána. We are determined to successfully pursue these goals while maintaining the safety and confidence of our staff. (The strategic goals are numbered purely for ease of identification).

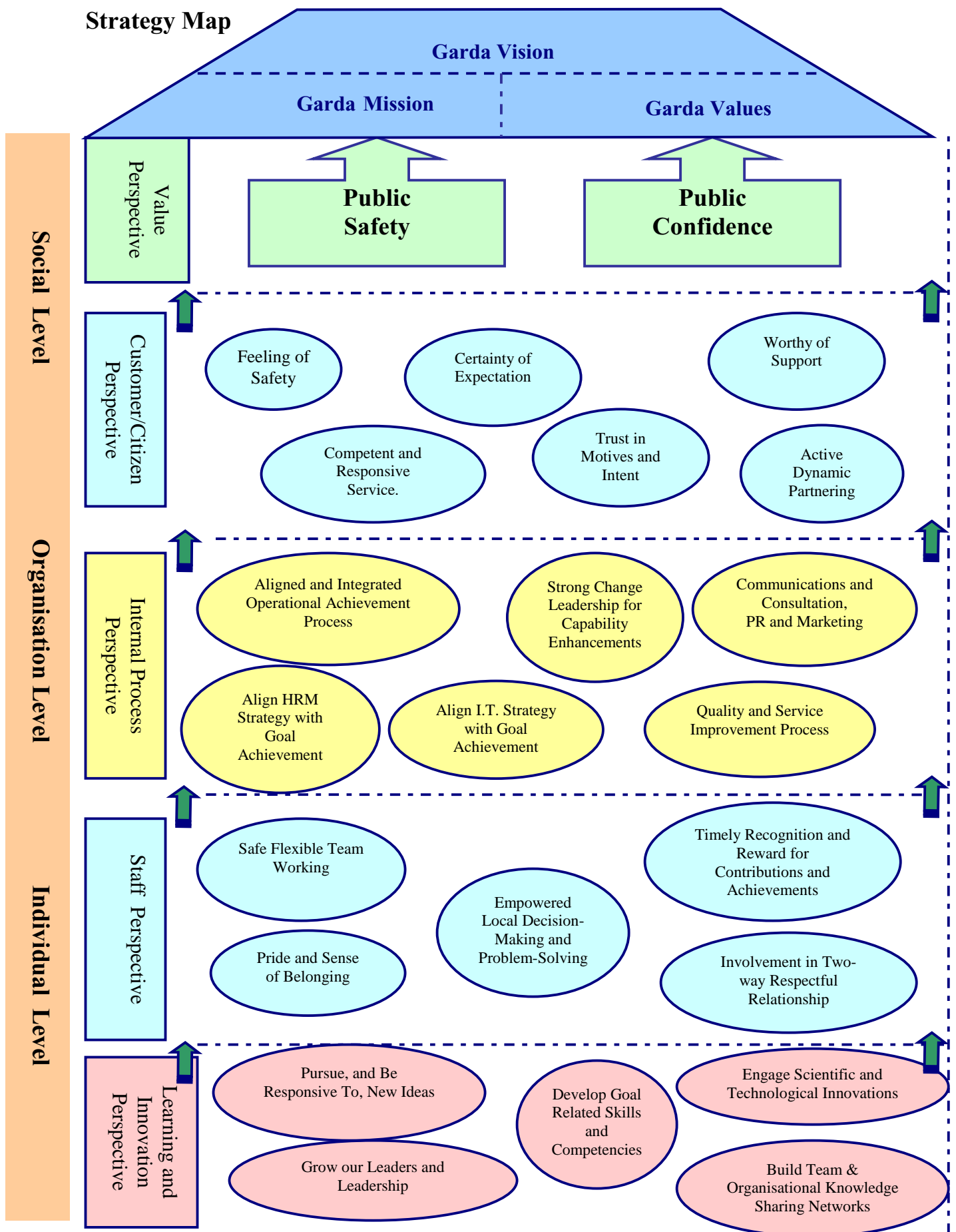
Strategic Goals	Strategic Initiatives
<ol style="list-style-type: none"> <li>1. <b>National/International Security</b> - To reduce the threat of subversive and terrorist activity through intelligence-led policing and international cooperation.</li> <li>2. <b>Crime</b> - To reduce the incidence of organised, drug related, and serious crime, and criminal behaviour.</li> <li>3. <b>Traffic</b> - To reduce the incidence of fatal and serious injury collisions, and improve traffic flow.</li> <li>4. <b>Public Safety</b> - To ensure public safety by reducing the incidence of public disorder and anti-social behaviour.</li> <li>5. <b>Public Confidence</b> - To improve confidence in An Garda Síochána.</li> <li>6. <b>Ethnic and Cultural Diversity</b> - To build the capability of An Garda Síochána to fulfill the emerging policing needs of our diverse ethnic and multicultural communities.</li> </ol>	<ul style="list-style-type: none"> <li>◆ Build leadership capability.</li> <li>◆ Develop human resource management capability.</li> <li>◆ Align I.T. with organisational needs to enable strategic goal achievement.</li> <li>◆ Build scientific and technological competence in crime investigation.</li> <li>◆ Build organisational change capacity for goal achievement.</li> <li>◆ Promote quality and value through continuous improvement.</li> <li>◆ Embark on a multi-faceted trust and confidence building initiative for internal and external stakeholders.</li> </ul>

## Critical Success Factors and Core Processes

The successful implementation of our corporate strategy will depend upon strategic focus being placed on our critical success factors, and responding appropriately to day-to-day policing needs. The implementation of our agreed strategy will be deployed through a framework of core processes. Stretch targets will be defined in Annual Policing Plans for the period of this strategy.

Critical Success Factors		Core Processes
<ul style="list-style-type: none"> <li>Build goal focused organisational capability.</li> <li>Achieve stretch targets for each goal.</li> <li>Harness community support and input.</li> <li>A team based approach to engaging and motivating staff.</li> <li>Foster an ethical performance framework.</li> </ul>		<ul style="list-style-type: none"> <li>Planning and Strategic Management.</li> <li>Relationship Management.</li> <li>Employee Management.</li> <li>Information / Knowledge Management.</li> <li>Policing Operations Management.</li> </ul>

# Strategy Map



**Garda Strategy Map** - Demonstrating relationships across five areas, which managers pursue for successful strategic goal achievement, thus culminating in delivery of the Garda Mission, while supporting the health and safety of our staff.

## Framework of Garda Corporate Strategy 2005 - 2007

Strategic Goal	Strategy Statement	Enablers	Actions
<p><b>1 National / International Security</b></p> <p><b>To reduce the threat of subversive and terrorist activity through intelligence-led policing and international cooperation.</b></p>	<p>We will confront and challenge national and transnational groups, and individuals, with subversive and terrorist intentions who seek to undermine democracy at national and international level.</p> <p>We will keep the Minister for Justice, Equality and Law Reform updated and briefed with timely intelligence.</p>	<ul style="list-style-type: none"> <li>• Provide focused leadership in the pursuit of our strategy.</li> <li>• Develop an organisation learning and performance management and measurement system which is customer focused and results orientated.</li> <li>• Provide a boundary framework of ethical / professional standards in relation to our strategy.</li> </ul>	<ul style="list-style-type: none"> <li>• Provide training in a management and measurement system such as the Balanced Scorecard, E.F.Q.M. or an alternative system.</li> <li>• Develop best-practice in international counter terrorist techniques.</li> <li>• Implement EU agreed policy/developments.</li> </ul>
		<ul style="list-style-type: none"> <li>• Consult and engage with Government on matters of security.</li> <li>• Consult and engage with our European and international partners regarding security issues.</li> </ul>	<ul style="list-style-type: none"> <li>• We will keep the Minister for Justice, Equality and Law Reform updated and briefed with timely intelligence.</li> <li>• Actively participate in international policing activities to facilitate intelligence gathering.</li> </ul>
		<ul style="list-style-type: none"> <li>• Develop further organisational capability in the management of national and international security in cooperation with our EU and international partners.</li> <li>• Engage and empower staff.</li> </ul>	<ul style="list-style-type: none"> <li>• Provision of training programmes aligned with emerging national and international terrorist threats, making fullest use of EU programmes.</li> </ul>
		<ul style="list-style-type: none"> <li>• Improve and enhance our investigation capability.</li> <li>• Provide a framework for intelligence-led planning for visiting dignitaries and for international events.</li> <li>• Develop a process which ensures alignment between intelligence and operational capability to cater for the prevention of a public outrage.</li> </ul>	<ul style="list-style-type: none"> <li>• Deploy resources in a targeted manner.</li> <li>• Utilise latest IT developments and international advances to enhance policing capabilities/disseminate information.</li> <li>• Conduct an assessment and review of existing procedures in the area of intelligence management and operational effectiveness and address any areas for improvement identified.</li> </ul>
		<ul style="list-style-type: none"> <li>• Ensure intelligence-led and coordinated enforcement of anti-terrorist legislation.</li> </ul>	<ul style="list-style-type: none"> <li>• Develop divisional / sectional capability to support the national strategy on state security and international terrorism.</li> </ul>

### Mission Statement:

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Strategic Goal	Strategy Statement	Enablers	Actions
<p><b>2 Crime</b></p> <p><b>To reduce the incidence of organised, drug related and serious crime, and criminal behaviour.</b></p>	<p>In partnership with the community we will identify, confront, challenge and investigate criminals and criminal behaviour thereby reducing the levels, and fear, of crime.</p>	<ul style="list-style-type: none"> <li>Develop an organisation learning and performance management and measurement system which is customer focused and results orientated.</li> <li>Further develop a risk assessment capability within An Garda Síochána.</li> </ul>	<ul style="list-style-type: none"> <li>Provide training in a management and measurement system such as the Balanced Scorecard, E.F.Q.M. or an alternative system.</li> <li>Carry out strategic risk analysis/assessment at regional and divisional level.</li> </ul>
		<ul style="list-style-type: none"> <li>Consult and engage with the public, the business community, and all victims on matters of local interest in relation to crime, the cost of crime, and fear of crime.</li> </ul>	<ul style="list-style-type: none"> <li>Pursue the establishment of, and actively engage with, joint policing committees and fora.</li> <li>Implement current partnership agreement with victim organisations.</li> </ul>
		<ul style="list-style-type: none"> <li>Develop regional, divisional, and sectional capability in the management of serious crime investigations.</li> <li>Recognise value adding input from staff.</li> <li>Develop focused leadership in pursuit of our strategy on crime within the framework of professional and ethical standards engaging and empowering our staff in the process.</li> </ul>	<ul style="list-style-type: none"> <li>Develop regional and divisional crime management / investigation capability including enforcement of criminal assets legislation.</li> <li>Enhance the current system of staff recognition.</li> <li>Regular consultation and devolution of responsibility.</li> </ul>
		<ul style="list-style-type: none"> <li>Improve our crime analysis capability thereby enhancing targeted intelligence-led policing.</li> <li>Develop interfaces between PULSE and other criminal justice IT systems.</li> <li>Enhance our intelligence gathering capability at local, national and international level.</li> </ul>	<ul style="list-style-type: none"> <li>Develop crime analysis technologies.</li> <li>Engage with other branches of the criminal justice system to improve IT interfaces.</li> <li>Review inter-linkages between all aspects of our intelligence system.</li> </ul>
		<ul style="list-style-type: none"> <li>Trace, identify, seize, and confiscate the proceeds of crime.</li> </ul>	<ul style="list-style-type: none"> <li>Maintain targeted proactive operations in this area.</li> <li>We will continue to target national and international criminal behaviour.</li> </ul>

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Strategic Goal	Strategy Statement	Enablers	Actions
<b>3 Traffic</b>  <b>To reduce the incidence of fatal and serious injury collisions, and improve traffic flow.</b>	We will confront and challenge errant road user behaviour by legislative enforcement, education and partnership approaches in line with Government Road Safety Strategy.	<ul style="list-style-type: none"> <li>• Provide focused leadership in the pursuit of our strategy on traffic management and road safety.</li> <li>• Develop an organisation learning and performance management and measurement system which is customer focused and results orientated.</li> <li>• Bring forward initiatives that will contribute to a reduction in road deaths and serious injury collisions.</li> </ul>	<ul style="list-style-type: none"> <li>• Provide training in a management and measurement system such as the Balanced Scorecard, E.F.Q.M. or an alternative system.</li> <li>• Review regional and divisional performance on a monthly basis.</li> <li>• Regular proactive operations at peak times.</li> </ul>
		<ul style="list-style-type: none"> <li>• Consult and engage with the public and victims on matters of local interest in relation to traffic.</li> </ul>	<ul style="list-style-type: none"> <li>• Put traffic matters on the agenda of meetings of local policing committees.</li> <li>• Inform and educate the public regarding road safety issues through press and media campaigns.</li> </ul>
		<ul style="list-style-type: none"> <li>• Develop regional, divisional capability in the management of traffic.</li> <li>• Engage and empower staff.</li> </ul>	<ul style="list-style-type: none"> <li>• Provide in-service training in new legislation and traffic matters.</li> <li>• Involve staff to identify required initiatives at local level.</li> </ul>
		<ul style="list-style-type: none"> <li>• Improve and enhance our traffic collision investigation capability.</li> <li>• Develop interfaces between An Garda Síochána, the Department of Transport, the National Roads Authority and other agencies.</li> <li>• Identify traffic collision black-spots.</li> </ul>	<ul style="list-style-type: none"> <li>• Ensure a technical traffic collision investigative capability exists in every division.</li> <li>• Develop creative and innovative road traffic marketing strategies and networks.</li> <li>• Task divisions to identify traffic collision black-spots and identify and implement appropriate proactive initiatives.</li> </ul>
		<ul style="list-style-type: none"> <li>• Focused and coordinated enforcement of road traffic legislation.</li> <li>• Research and provide modern road safety technology.</li> </ul>	<ul style="list-style-type: none"> <li>• Targeted road safety campaigns.</li> <li>• Garda National Traffic Bureau will be tasked with responsibility for research on data gathering and technological developments.</li> </ul>

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Strategic Goal	Strategy Statement	Enablers	Actions
<p><b>4 Public Safety</b></p> <p><b>To ensure public safety by reducing the incidence of public disorder and anti-social behaviour.</b></p>	<p>We will, at all times, confront and challenge violent, disorderly, and anti-social behaviour with a view to making public places safe and enjoyable for all.</p>	<ul style="list-style-type: none"> <li>• Provide focused leadership in the pursuit of our strategy on public safety.</li> <li>• Develop an organisation learning and performance management and measurement system which is customer focused and results orientated.</li> <li>• Provide a boundary framework of ethical / professional standards in relation to public order policing.</li> </ul>	<ul style="list-style-type: none"> <li>• Provide training in a management and measurement system such as the Balanced Scorecard, E.F.Q.M. or an alternative system.</li> <li>• Require public order plans in each division, which will be reviewed on a quarterly basis.</li> </ul>
	<p>We will ensure that major public events are policed in a manner which assures the rights, safety and enjoyment of all.</p>	<ul style="list-style-type: none"> <li>• Consult and engage with the public on matters of local interest in relation to public safety.</li> <li>• Respond to the impact of public disorder on key stakeholders.</li> </ul>	<ul style="list-style-type: none"> <li>• Engage with the public and public representatives through joint policing committees, policing fora and community policing initiatives to address issues of public safety, order and anti-social behaviour.</li> <li>• Engage with event organisers to reinforce their responsibilities regarding public order.</li> </ul>
		<ul style="list-style-type: none"> <li>• Develop divisional capability in the management of public safety.</li> <li>• Engage and empower staff.</li> </ul>	<ul style="list-style-type: none"> <li>• Ensure that we have public order trained and equipped units in each division.</li> <li>• Involve staff to identify required initiatives at local level.</li> </ul>
		<ul style="list-style-type: none"> <li>• Improve and enhance our public safety management capability.</li> <li>• Develop interfaces between An Garda Síochána, the emergency services, business interests, event operators etc.</li> <li>• Identify public safety black-spots.</li> </ul>	<ul style="list-style-type: none"> <li>• Deploy resources in a targeted manner at locations of public disorder.</li> <li>• Engage with relevant stakeholders to impress on them their responsibilities regarding public order.</li> <li>• Divisions will identify black-spots and devise and implement proactive plans to deal appropriately with same.</li> </ul>
		<ul style="list-style-type: none"> <li>• Focused and coordinated enforcement of public order, liquor licensing and related legislation.</li> </ul>	<ul style="list-style-type: none"> <li>• Garda managers will invoke relevant legislation to ensure that owners/managers of licensed premises, and promoters of events fulfill their responsibilities in relation to preventing public disorder.</li> </ul>

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Strategic Goal	Strategy Statement	Enablers	Actions
<p><b>5 Public Confidence</b></p> <p><b>To improve confidence in An Garda Síochána.</b></p>	<p>We will build a Garda service which reflects the needs and priorities of the people in Ireland and is deserving of their trust and confidence.</p>	<ul style="list-style-type: none"> <li>• We will develop focused leadership in the pursuit of our strategy on public confidence within the framework of professional and ethical standards empowering and engaging our staff in the process.</li> <li>• Develop an organisation learning and performance management and measurement system which is customer focused and results orientated.</li> </ul>	<ul style="list-style-type: none"> <li>• Provide training in a management and measurement system such as the Balanced Scorecard, E.F.Q.M. or an alternative system.</li> <li>• Embrace, engage and enforce new legislation.</li> <li>• Embrace and engage with the findings/recommendations of Tribunals of Enquiry as they relate to An Garda Síochána.</li> </ul>
		<ul style="list-style-type: none"> <li>• Build a formal consultation process involving all stakeholders.</li> <li>• Ongoing monitoring and management of public confidence of An Garda Síochána, both nationally and divisionally.</li> <li>• Effective and timely response to service complaints.</li> <li>• Engage and empower staff.</li> </ul>	<ul style="list-style-type: none"> <li>• Facilitate the establishment of, and actively engage with, joint policing committees and fora.</li> <li>• Introduce public attitude surveys at divisional level.</li> <li>• Develop service complaint resolution competencies and capabilities.</li> <li>• Conduct and utilise internal staff satisfaction surveys.</li> <li>• Further examine concepts such as job-sharing, parental leave, term-time leave etc.</li> </ul>
		<ul style="list-style-type: none"> <li>• Develop trust and confidence building strategies focusing on the most vulnerable elements of society including; young people, ethnic minorities, victims, and the elderly.</li> </ul>	<ul style="list-style-type: none"> <li>• Maintain and develop dialogue with internal and external stakeholders.</li> <li>• Ensure the dignity of all members of society by adhering strictly to Human Rights principles.</li> </ul>
		<ul style="list-style-type: none"> <li>• Communicate our strategies to stakeholders.</li> <li>• Develop a professional marketing capability for An Garda Síochána.</li> <li>• Devise a strategy to improve work practices and standards with a view to reducing the complaints against members of An Garda Síochána.</li> </ul>	<ul style="list-style-type: none"> <li>• Develop feedback mechanisms.</li> <li>• Introduce a Public Relations Department focusing on marketing and communications programmes.</li> <li>• Develop service complaint resolution competencies and further extend conflict resolution training.</li> </ul>
		<ul style="list-style-type: none"> <li>• Ensure a quality standard to service delivery.</li> </ul>	<ul style="list-style-type: none"> <li>• Evaluate the effectiveness of letters to crime victims and referral to Victim Support.</li> <li>• Audit existing operational activities and behaviours, with a view to devising standards.</li> </ul>

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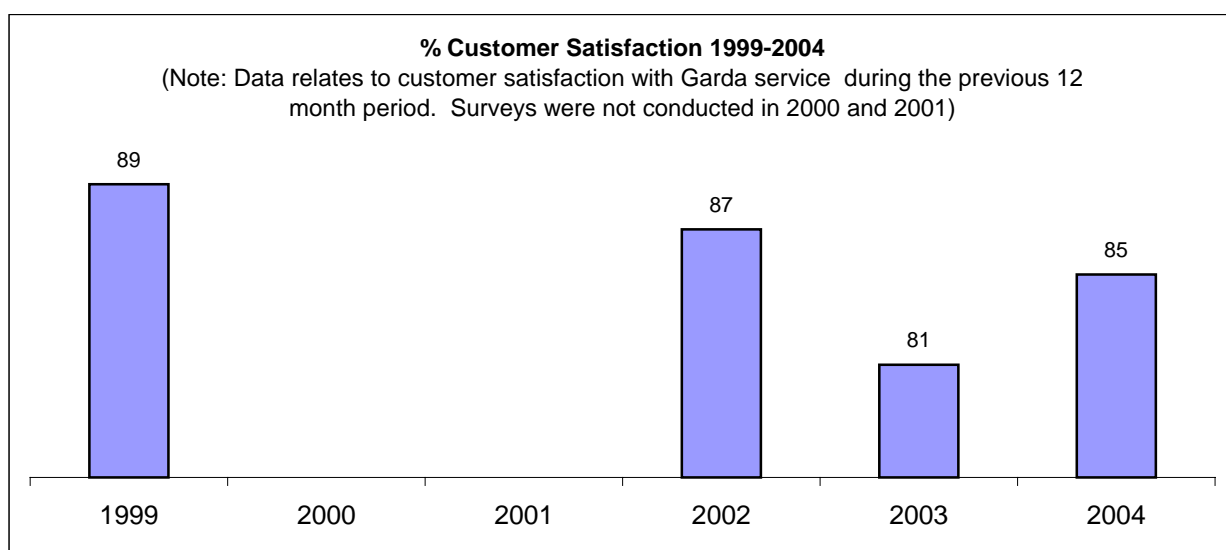
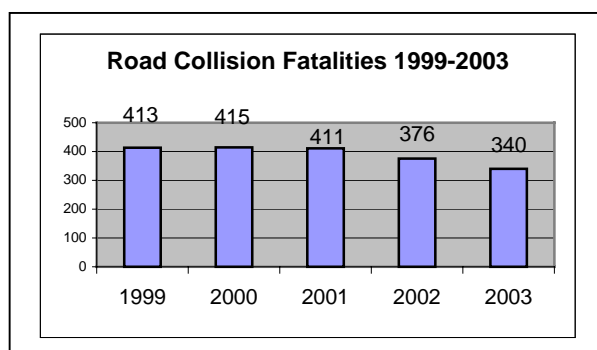
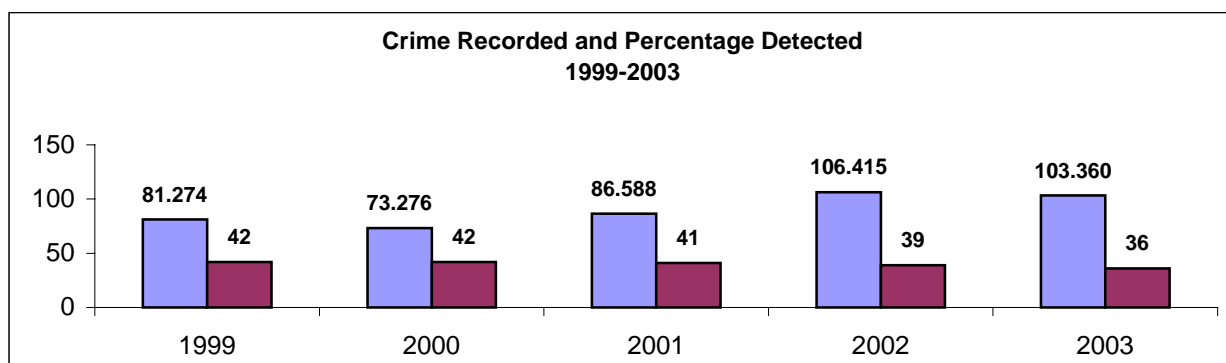
Strategic Goal	Strategy Statement	Enablers	Actions
<p><b>6 Ethnic and Cultural Diversity</b></p> <p><b>To build the capability of An Garda Síochána to fulfill the emerging policing needs of our diverse ethnic and multicultural communities.</b></p>	<p>We will develop Garda services which are responsive to the unique needs of ethnic and culturally diverse communities, with a view to earning their trust and protecting their rights.</p>	<ul style="list-style-type: none"> <li>• Provide focused leadership in the pursuit of our strategy statement on ethnic and cultural diversity.</li> <li>• Develop an organisation learning and performance management and measurement system which is customer focused and results orientated.</li> <li>• Provide a boundary framework of ethical / professional standards in relation to ethnic and cultural diversity.</li> </ul>	<ul style="list-style-type: none"> <li>• Provide training in a management and measurement system such as the Balanced Scorecard, E.F.Q.M. or an alternative system.</li> <li>• Embrace, engage and support equality and diversity focused initiatives.</li> <li>• The Garda Racial and Intercultural Office and network will lead the implementation of this strategic goal.</li> </ul>
		<ul style="list-style-type: none"> <li>• Use liaison networks to build relationships with ethnic communities, and monitor their satisfaction levels with the Garda service provided.</li> <li>• Develop policies and strategies to enable An Garda Síochána to be reflective of the diversity of the society that we serve.</li> </ul>	<ul style="list-style-type: none"> <li>• Facilitate the establishment of, and actively engage with, joint policing committees and fora.</li> <li>• Build a formal consultation process with ethnic communities at divisional level.</li> <li>• Explore mechanisms to attract members of ethnic minority communities into An Garda Síochána.</li> </ul>
		<ul style="list-style-type: none"> <li>• Develop the language, skills and competencies of Garda staff in the area of policing in a multicultural society.</li> </ul>	<ul style="list-style-type: none"> <li>• Introduce public attitude surveys at divisional level.</li> <li>• Use external and internal expertise to align training needs with behaviour and performance standards.</li> </ul>
		<ul style="list-style-type: none"> <li>• Collect and make available trend data in relation to racially motivated crime and incidents.</li> </ul>	<ul style="list-style-type: none"> <li>• Facilitate the capture of data on PULSE and publish findings in our Annual Report.</li> </ul>

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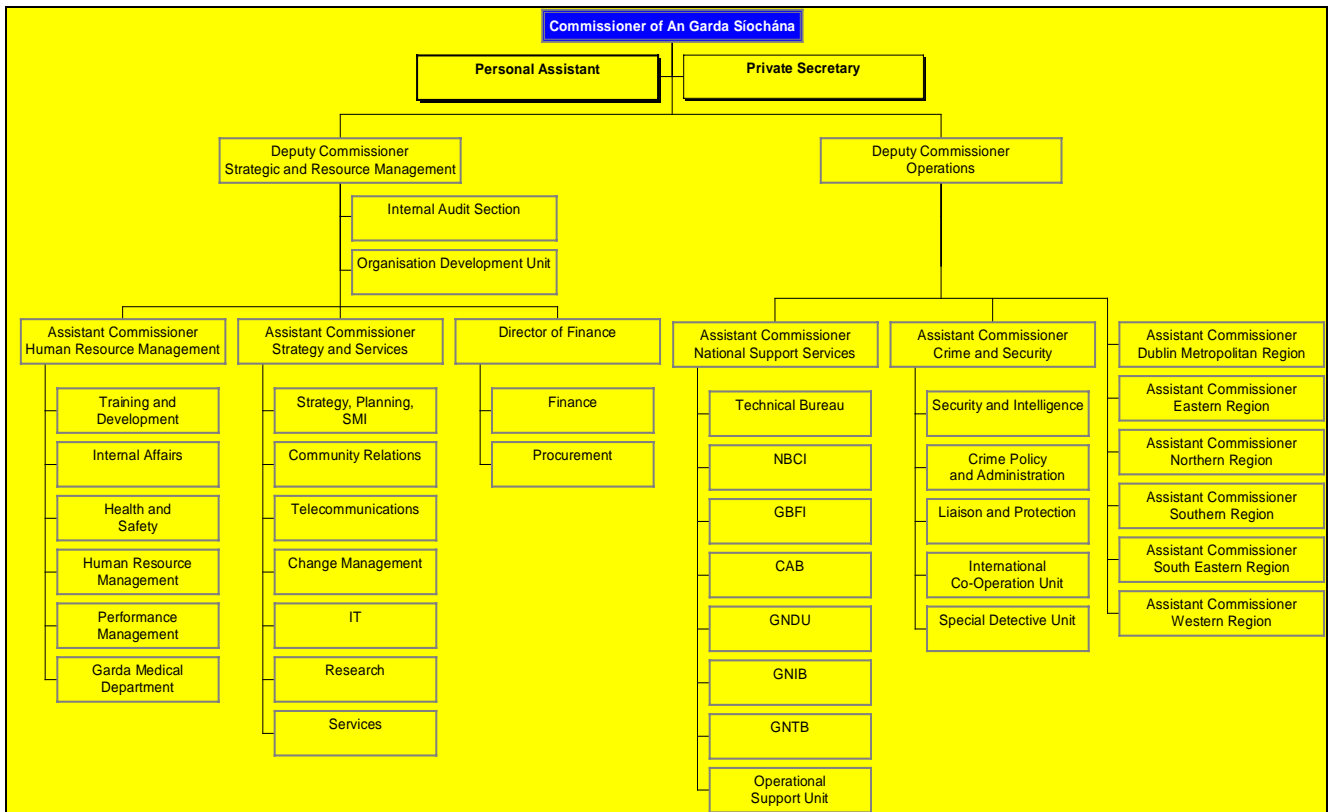
## Key Performance Trend Data

The data contained in the following charts indicates some of the changes which have occurred in the policing environment over the course of the last number of years. Utilisation of this data enables the formulation of strategic aims and initiatives that underpin the key goals outlined in this document. The interpretation of the trend data informs our thinking in relation to current and future strategies for An Garda Síochána, and assists in the formulation of annual implementation plans.



## Organisation Structure

An Garda Síochána is organisationally structured as set out hereunder



### Legend:

IT	Information Technology
NBCI	National Bureau of Criminal Investigation
GBFI	Garda Bureau of Fraud Investigation
CAB	Criminal Assets Bureau
GNDU	Garda National Drugs Unit
GNIB	Garda National Immigration Bureau
GNTB	Garda National Traffic Bureau

### Mission Statement:

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## Further Information

You may obtain further information about An Garda Síochána on the Garda website ([www.garda.ie](http://www.garda.ie)). The Garda website contains a wide range of information, Garda reports and documents, recruitment details, and the most up-to-date road safety statistics.

Alternatively, you may contact the offices of;

**Deputy Commissioner,  
Strategic and Resource Management  
Garda Headquarters,  
Phoenix Park,  
Dublin 8.**

**Telephone: 01.6662078,  
Fax: 01.6662084,  
e-mail [srmstaff@iol.ie](mailto:srmstaff@iol.ie)**

The **CrimeStoppers** number is 1800-250-025.

The Garda **Confidential Line** number is 1800-666-111.

**Mission Statement:**  
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