



A TIME FOR CHANGE

**THE GARDA SÍOCHÁNA
CORPORATE STRATEGY
2007-2009**

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



GARDA STATEMENT OF STRATEGY

It is the public duty and civic responsibility of the Garda Síochána to maintain an orderly and safe environment for all citizens. Our community policing philosophy and strategy are enabled through our stabilising public presence, our active engagement and deliberation with the public, our professional judgement and targeted law enforcement in support of the diverse communities and citizens we are proud to serve.

The policing goals and modernisation initiatives prioritised in this strategy reflect government policing priorities, public consultation and feedback, and wisdom gleaned from professional policing experience. They also reflect careful consideration of the challenges to social order and public safety posed by the dynamics and tensions emanating from our rapidly changing social structures.

We are determined to learn from the organisational mistakes and leadership failures of the past. At this critical time of change, reform and renewal, our strategic commitment to the public will be informed by clear and consistent focus on the key public imperatives of this strategy – *public safety, public confidence and public accountability*. No deviation from these public interest imperatives will be accepted or tolerated.

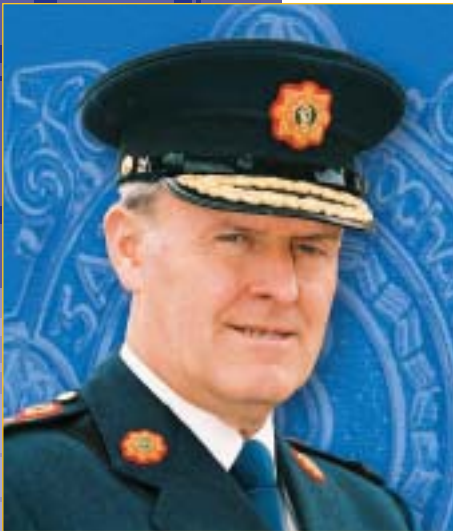
This community-focused policing strategy engages directly with key policing challenges of *state security, crime control, road safety, public order, ethnical and cultural diversity and community engagement* bringing forward visionary strategies with clearly targeted outcomes. I am certain that the public would expect or accept nothing less.

It incorporates key reforms and modernisation initiatives that are critical for the success of our public mission and the achievement of our policing goals.

The successful implementation of our reform and modernisation programme, though challenging and difficult for some, will bring a new professional discipline and esprit de corps that are essential for success in the complex and challenging policing environment of today and the future. Realisation of this strategy will release new professional insights, energy, motivation and sense of purpose among our increasingly diverse and committed staff, thus making the Garda Síochána a most rewarding, honourable and exciting place to work. Additionally, it will reorganise and reinvigorate the Garda Síochána as a world-class public service organisation, committed to a culture of public duty and community service that we associate with the vision of our founders.

In pursuit of our community policing philosophy and strategy, we will engage in partnering with a range of statutory, voluntary agencies and community representatives. This is essential for effective, efficient and accountable policing. At local level our policing strategy will adopt a community engagement and problem solving approach, thereby empowering local communities and community policing teams to engage in joint community safety initiatives. Our community safety programmes will be guided and implemented in accordance with our community safety vision and the new partnership provisions of the Garda Síochána Act, 2005.

Public service, professionalism, ethical leadership, community engagement, non discrimination, respect for the dignity and rights of others, transparent public accountability and quality assured Garda services are core underpinning values and standards of this policing strategy. In pursuing our values and standards, we will work earnestly and purposefully with the Garda Ombudsman Commission, the Garda Síochána Inspectorate and local Joint Policing Committees.



To achieve the
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In implementing our agreed public facing policing priorities, we will:

- ▼ Confront and challenge subversives and terrorists who strive to undermine the democratic institutions of the State while keeping the government updated with relevant and timely information.
- ▼ Challenge, intercept and disrupt all criminal activities. Drugs and organised criminal gangs will be prioritised for investigation and prosecution.
- ▼ Engage and confront dangerous, careless or indifferent road-user behaviours that cause fatalities, personal injury and economic loss on our roads.
- ▼ Engage public disorder and anti-social behaviour which threaten citizen safety and generates public fear on our streets and public places.
- ▼ Engage in purposeful public deliberation with our increasingly diverse ethnic and cultural communities with a view to understanding and responding positively to their security and safety needs.
- ▼ Engage actively through presence and deliberation with local communities and their representatives to improve community stability and safety.
- ▼ Bring forward a dynamic youth strategy to help support young people who are at risk and guide their progression toward full democratic citizenship.

The challenges and dynamics of our policing environment coupled with the significant changes in the Garda Síochána Act 2005 and the commentary of the various Tribunals of Inquiry necessitate a significant programme of reform and modernisation as a critical enabling aspect of this strategy. This modernisation programme includes major projects in management and leadership performance, human resource management, control and discipline, information and communications technology, financial management and accountability, service standards and quality assurance, information and intelligence processing/analysis, and forensic investigative capability, while explicitly embedding our espoused values so that they are evident in how we go about our daily business.

Over the three-year lifetime of this strategy the Garda Síochána will work with dedication to turn this strategy into reality for the people of Ireland. We will do this by publishing and implementing yearly targeted results driven policing plans. Each annual policing plan will be performance managed on a quarterly basis, with results and outcomes published and available for debate at national, regional and local levels.

In the implementation of this strategy, the public will be the ultimate arbiter of our professionalism and success. Public confidence in the Garda Síochána, public safety in our communities and public accountability by the Garda Síochána will be the performance benchmarks against which this policing strategy will be measured and justified.



Noel Conroy
Commissioner of the Garda Síochána



VISION

*‘Excellent people delivering
policing excellence’*



MISSION

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

VALUES

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

STRATEGIC GOAL 1

National and International Security



STRATEGIC OBJECTIVE

INITIATIVES

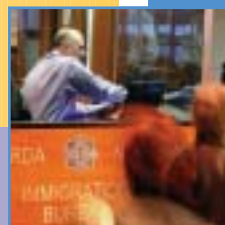
OUTCOME

To maintain National and International Security

- ▲ We will identify and analyse the risks and confront the threats to the State from national and international terrorist/radical extremist groups and individuals.
- ▲ We will keep the government updated with timely and accurate intelligence reports.
- ▲ We will develop an organisational capability to counter national and international terrorist threats.
- ▲ We will develop public/private partnerships to support our national/international security operations.
- ▲ We will disrupt the interface between organised crime gangs and subversive groups and individuals.
- ▲ We will enhance our major emergency response capability.
- ▲ We will further develop our international links with law enforcement and other relevant agencies in order to facilitate access to intelligence and international best practice in operations and training standards.

A secure democracy

Response capability benchmarked against best international practices



STRATEGIC GOAL 2

Crime



STRATEGIC OBJECTIVE

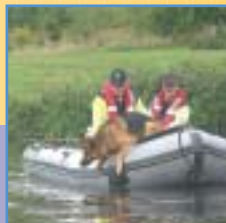
INITIATIVES

OUTCOME

To significantly reduce the incidence of crime and criminal behaviour

- ▲ We will develop a national crime reduction and prevention strategy.
- ▲ We will utilise scientific and technological innovations in solving crime.
- ▲ Working in partnership with the Forensic Science Laboratory we will develop the capacity and capability to deliver on operational demands.
- ▲ We will enhance our serious crime investigation management capability.
- ▲ We will work in partnership with other agencies to reduce crime.
- ▲ We will utilise multi-disciplinary intelligence networks to enable early intervention and prevention of crime.
- ▲ We will deploy co-ordinated intelligence-driven operations against organised criminal networks and individuals.
- ▲ We will target high-volume crime categories.
- ▲ We will target groups and individuals engaging in human trafficking and illegal immigration.
- ▲ We will work in partnership with national and international enforcement agencies to identify and profile drugs trafficking networks.

Crime reduced by 6%



STRATEGIC GOAL 3

Traffic and Road Safety



STRATEGIC OBJECTIVE

INITIATIVES

OUTCOME

To significantly reduce the incidence of fatal and serious injuries and improve road safety

- ▲ Assistant Commissioner Traffic will produce an Annual Garda Road Safety and Traffic Implementation Plan containing objectives, measures, targets and key performance indicators.
- ▲ We will assign responsibility to Assistant Commissioner Traffic for the resourcing, reporting on, performance and results of all traffic policing.
- ▲ We will confront and challenge errant road-user behaviour through public presence, legislative enforcement, education, and partnership approaches.
- ▲ We will develop a collaborative Traffic Management Strategy with relevant partner agencies.
- ▲ We will develop and enhance our strategic and operational traffic and road safety capability.
- ▲ We will ensure effective and consistent enforcement of road traffic and road transport legislation.
- ▲ We will improve road-safety through collision analysis and intelligence led action.
- ▲ Assistant Commissioner Traffic will develop a Road Safety Awareness and Education Strategy.

Informed by the Government Road-Safety Strategy we will reduce fatal and serious injury traffic collisions



STRATEGIC GOAL 4

Public Order



STRATEGIC OBJECTIVE

To significantly reduce the incidence of public disorder and anti-social behaviour in our communities

INITIATIVES

- ▲ We will engage with community and statutory stakeholders in developing and implementing responses to public disorder and anti-social behaviour.
- ▲ We will identify and target public disorder and anti-social behaviour hot-spots.
- ▲ We will identify and target trends and patterns in alcohol and substance abuse.
- ▲ We will challenge and control public disorder by stringent enforcement of public order legislation.
- ▲ We will achieve best practice in the training and resourcing of Garda Public Order Response Teams.
- ▲ We will conduct targeted 'feeling of safety' surveys and introduce initiatives to improve the perception of safety in our communities.

OUTCOME

Safer public places



STRATEGIC GOAL 5

Ethnic and Cultural Diversity



STRATEGIC OBJECTIVE

To provide equal protection and appropriate service, while nurturing mutual respect and trust

INITIATIVES

- ▲ We will provide protection and redress against racist incidents.
- ▲ We will investigate fully all racist incidents.
- ▲ We will build trust and confidence with ethnic and culturally diverse communities.
- ▲ We will communicate effectively with ethnic and culturally diverse communities.
- ▲ We will ensure that the Garda service is representative of the community we serve.
- ▲ We will ensure full and unreserved compliance with the rights of individuals in contact with the Garda service.

OUTCOME

Trust and confidence of ethnic and culturally diverse communities in the Garda Síochána



STRATEGIC GOAL 6

Community Engagement



STRATEGIC OBJECTIVE	INITIATIVES	OUTCOME
<p>To build a Garda service that reflects the needs and priorities of the people in Ireland</p>	<ul style="list-style-type: none">▲ We will engage in community partnership building to enhance the delivery of our policing services.▲ We will develop The Garda Síochána National Model of Community Policing.▲ We will develop a Youth Strategy to advance appropriate Garda services for children and young people.▲ We will enhance our victim related services.▲ We will fully engage in Joint Policing Committees and local policing fora.▲ We will ensure a visible public Garda presence within the community and particularly in R.A.P.I.D. areas.	<p>Effective community / Garda engagement</p> <p>Meaningful and appropriate engagement with young people</p>





Strategic Imperatives

To develop the Garda Síochána into a world-class organisation through change and modernisation

This Corporate Strategy, which is based on the six strategic goals outlined in this document, must be accompanied by a fundamental change and renewal programme to enable the Garda Síochána to transform itself into a world-class organisation. The achievement of the ambitious goals set out in this strategy, while undoubtedly difficult and challenging, would be practically unrealisable without engaging in organisational renewal and reinvigoration. It is our intention to achieve this renewal through addressing six strategic imperatives. The requirement for public accountability and value for money will be kept a priority.

We will commit during the lifetime of this strategy:

1. To develop the Garda Síochána operations management capabilities.
2. To develop the Garda Síochána into a world-class organisation.
3. To engage, train, develop and motivate staff.
4. To renew and invigorate the culture of the Garda Síochána.
5. To ensure the Garda Síochána is well-led and well-managed.
6. To develop an excellent customer relationship model in the Garda Síochána.

In furtherance of these strategic imperatives, performance and progress will, in conjunction with the six strategic goals, be assessed on a quarterly and an annual basis through our performance and accountability framework and our Annual Policing Plans.



STRATEGIC IMPERATIVES

To develop the Garda Síochána operations management capabilities

STRATEGIC OBJECTIVE	INITIATIVES	OUTCOME
<p>We will ensure that the Garda Síochána operations policing processes match best international standards</p>	<ul style="list-style-type: none"> ➤ We will assess our operations capability, implement improvements and develop world-class operations standards and processes. ➤ We will re-engineer the Garda core administrative business processes. ➤ We will develop an organisational capability to identify systems failures and opportunities for change. ➤ We will facilitate and engage with the offices of the Garda Síochána Inspectorate. ➤ We will develop a Garda Síochána crime and business analysis capability. 	<p>Best practices in operational policing</p>

To develop the Garda Síochána into a world-class organisation

<p>We will ensure that best policing and business practices apply in the Garda Síochána</p>	<ul style="list-style-type: none"> ➤ We will align financial management capabilities in support of our strategic goals. ➤ We will complete the Management Information Framework (MIF). ➤ We will develop a Risk Management Register and Matrix. ➤ We will explicitly pursue a value for money agenda in all Garda operations. ➤ We will maximise the use of technology to enable core policing functions. ➤ We will develop a Garda Knowledge / Information Management System. 	<p>World-class organisational processes, practices and procedures</p>
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STRATEGIC IMPERATIVES



To engage, train, develop and motivate staff

STRATEGIC OBJECTIVE	INITIATIVES	OUTCOME
<p>We will ensure that the Garda Síochána is staffed by well-trained, competent, capable and committed people who display high morale</p>	<ul style="list-style-type: none"> ➤ We will ensure that the Garda Síochána possesses the best trained and highly motivated staff who display high morale and commitment. ➤ We will develop an integrated Human Resource strategy that supports the values and mission of the Garda Síochána. ➤ We will assess and enhance the Garda Human Resource management capability. ➤ We will develop new employee relationship systems. ➤ We will implement a staff development, support and reward system. ➤ We will develop a performance review model for all staff. ➤ We will ensure equality of opportunity for all staff members. ➤ We will develop a communication process that enables constructive consultation between management and representative associations. 	<p>Suitably skilled, motivated and empowered personnel to enable the Garda Síochána to become a world-class organisation</p>

To renew and invigorate the culture of the Garda Síochána

<p>We will engage in organisational renewal and embed a culture of public service grounded in honesty, integrity, respect, professionalism and accountability</p>	<ul style="list-style-type: none"> ➤ We will develop a programme that communicates and builds deep commitment to the Garda Síochána's vision, mission and values. ➤ We will actively reduce complaints about the Garda service. ➤ We will implement a revised Code of Ethics in the Garda Síochána. ➤ We will ensure compliance with the highest standards of ethical human rights and service standards. ➤ We will foster a culture of accountability amongst all of our staff. 	<p>A culture of serving the public through best and accountable practices</p>
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STRATEGIC IMPERATIVES

To ensure that the Garda Síochána is a well-led and well-managed organisation

STRATEGIC OBJECTIVE	INITIATIVES	OUTCOME
<p>We will develop our management and leadership capability in line with best international practices</p>	<ul style="list-style-type: none"> ➤ We will enhance our strategic planning capability that ensures alignment with the organisation's goals and objectives. ➤ We will implement the Garda Executive Leadership Programme in collaboration with leading international business schools. ➤ We will develop and codify a set of leadership behaviours and values that match the policing needs of the organisation and the State ➤ We will strengthen the organisation's performance and review mechanisms against agreed performance templates. ➤ We will develop a 'Leaders for the Future' programme for front line managers. ➤ We will further enhance our funded staff education and development programmes. ➤ We will develop an external professional assistance and exchange programme with police and public organisations. ➤ We will accredit our Continuous Professional Development programmes with suitable third level institutions. 	<p>Well-developed leaders and managers utilising excellent management processes</p>

To develop an excellent customer relationship model in the Garda Síochána

<p>We will continuously assess and review our service to all our customers</p>	<ul style="list-style-type: none"> ➤ We will renew and deploy a customer relationship management process. ➤ We will initiate a programme of continuous assessment of Garda service to the public. ➤ We will enhance and reinforce Human Rights compliant behaviours at all levels throughout the Garda service. ➤ We will facilitate and engage with the offices of the Garda Síochána Ombudsman Commission. ➤ We will ensure a positive focus on discipline that discourages unethical behaviour and corrects wrongdoing. 	<p>Public satisfaction</p>
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