

# GARDA INSPECTORATE

PROMOTING EXCELLENCE & ACCOUNTABILITY

## Corporate Strategy 2019-2021

(Revised January 2019)

## Introduction

The Garda Síochána Inspectorate is an independent statutory body established under Part 5 of the Garda Síochána Act 2005. The aim of the Inspectorate, through its inspection activity, is to promote excellence and accountability in the Garda Síochána by ensuring that the resources available are used to achieve and maintain the highest level of efficiency and effectiveness in its operation and administration, as measured by reference to best international policing practices.

The Inspectorate has made recommendations for change in its published reports over the last 12 years. Implementation of the Inspectorate's recommendations has resulted in improved policies, procedures, equipment and a safer working environment for members and staff of An Garda Síochána and improvements in policing services.

The Inspectorate aims to contribute positively to policing reform by making considered recommendations that will enhance the operation and working environment of the Garda Síochána and the overall efficiency and effectiveness of the service. It has developed close working relationships with the other oversight bodies – the Garda Síochána Ombudsman Commission and the Policing Authority – and works with them to identify common issues which are to be addressed through the newly established Oversight Forum.

## Core Purpose

“To ensure the resources available to the Garda Síochána are used to achieve and maintain the highest levels of efficiency and effectiveness in its operation and administration, as measured by reference to the best standards of comparable police services” (S117, Garda Síochána Act, 2005).

In furtherance of this purpose, the Inspectorate carries out inspections and enquiries on particular aspects of the operation and administration of the Garda Síochána, either on its own initiative or at the request of the Minister or the Policing Authority, and submits a report on those inspections and enquiries to the Policing Authority or the Minister, as appropriate, under S117(2) of the Garda Síochána Act 2005, as amended. Under the same section of the Act, the Inspectorate can also provide advice to the Policing Authority or the Minister with regard to best policing policy and practice.

The Commission on the Future of Policing in Ireland (September 2018) has recommended the establishment of a new body (possibly to be called the Policing and Community Safety Oversight Commission (PCSOC)) to absorb the inspection role of the Garda Inspectorate as well as the Policing Authority's responsibility for scrutiny of policing performance. The Government has accepted this recommendation and has approved a High Level Implementation Plan which indicates that, subject to enactment of the necessary legislation, it is anticipated that the new oversight framework will be in place on 1 January 2021.

The Government decision has specified that in the meantime the Inspectorate's work is to continue in accordance with its statutory remit. Given this significant organisational development, the Inspectorate decided not to develop a new Corporate Strategy for the period to 2021, as had been originally intended, but to revise the existing strategy, as appropriate.

## Our Vision

A safer Ireland delivered through a highly efficient and effective policing service working to the best international standards.

## Our values

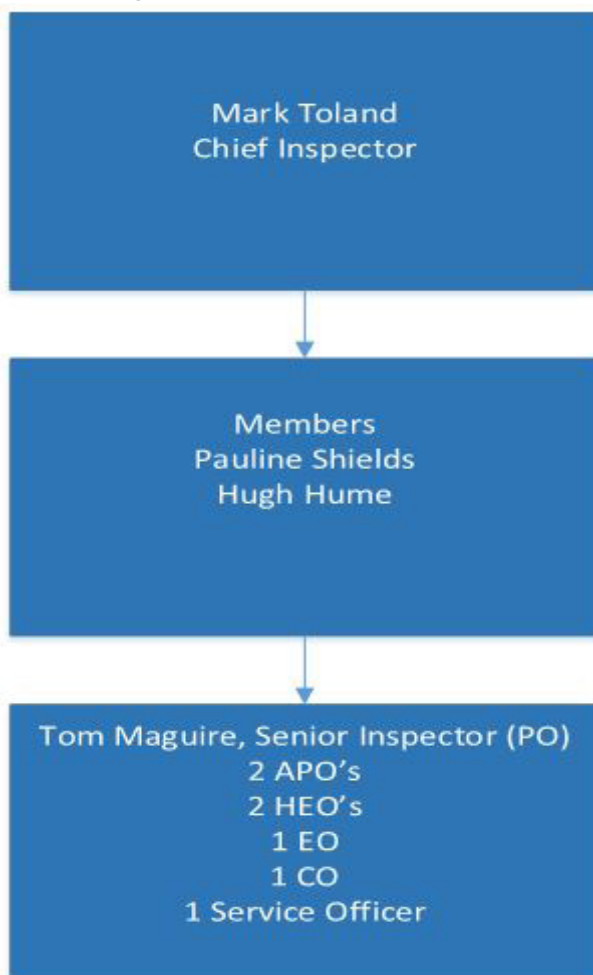
- » **Independence:** we will be objective, fair and impartial basing our reports on a thorough and rigorous evaluation of considered evidence
- » **Integrity:** we will act with honesty, reliability and fairness
- » **Timeliness:** we will carry out our responsibilities in a timely manner
- » **Courtesy and respect:** we will deal with all people and organisations with whom we work in a polite, transparent and professional manner.
- » **Work excellence:** we will endeavour to ensure that all work carried out within our remit will be to the best standard achievable.

## Objectives

Working towards our vision and applying our organisational values, our objectives for the period of this strategy are:

- » To deliver the organisation's work plan providing high quality reports and recommendations, as provided for under S117(2) of the Garda Síochána Act 2005, to the Policing Authority and the Minister for Justice & Equality in a timely manner as appropriate;
- » To provide advice to the Policing Authority or the Minister with regard to best policing practice;
- » To contribute positively to the transition process leading to the establishment of the Policing and Community Safety Oversight Commission (PCSOC);
- » To build organisational effectiveness, while delivering value for money; and
- » To raise awareness of the work of the Inspectorate, further engaging with a broad range of stakeholders to comprehensively inform the work of the Inspectorate Team.

A new Inspectorate team was appointed in 2017. The Garda Inspectorate comprises of three members, one of whom is the Chief Inspector, Mr Mark Toland. The other posts are held by Ms. Pauline Shields and Mr. Hugh Hume. The staff of the Inspectorate supports the work of the Inspectors through planning, research, participation in field visits, report writing and administration.



## Human Rights

Section 42 of the Irish Human Rights and Equality Commission Act 2014 establishes a positive duty on public bodies to have regard to the need to eliminate discrimination, promote equality and protect the human rights of staff and persons to whom services are provided.

In particular, the Inspectorate will have regard to its obligations under Section 42 of the Act to:

- » Assess and identify human rights and equality issues relevant to its functions, particularly when carrying out its inspections and preparing its annual workplan and three year Corporate Strategy;
- » Identify the policies and practices that are in place/ will be put in place to address these issues; and
- » Report on developments in that regard in its Annual Compliance Statement to the Department.

Supporting the embedding of a Human Rights approach in all aspects of policing is a key objective.

## Budget & Resources

The Minister for Justice and Equality provides a budget and resources to the Inspectorate. The 2019 budget is €1.295m, consisting of €0.902m for Pay and €0.393m for Non-Pay costs. This is accounted for through the Vote of the Minister for Justice and Equality (Vote 24).

## Inspection Processes: how do we do our work?

Before embarking on an inspection, a significant amount of planning is necessary to ensure the inspection programme will deliver the required result in a timely and high quality manner. The initial action is the completion of a scoping process to clarify the terms of reference if necessary, and to ascertain the capacity of the Inspectorate to deliver the programme in a timely manner.

The inspection process includes:

- » The identification of a broad and detailed range of information required under the inspection terms of reference;
- » The examination of responses to information material requested from the Garda Síochána under an agreed protocol;
- » The conduct of field visits to operational and national units of the Garda Síochána, including interviews and focus groups with members and staff at all ranks and grades;
- » Meetings with stakeholders, including personnel from the courts, prosecution, probation and prison services, local authorities, JPCs, the HSE and TUSLA, as appropriate;
- » The detailed analysis and consideration of data gathered;
- » Consideration of relevant best international practice with particular regard to its suitability for application in Ireland

Following completion of the inspection and enquiry phase, a report is drafted and if appropriate it will include recommendations for change in relation to the operation and administration of the Garda Síochána. This draft report is then submitted to the Garda Commissioner and, if appropriate, to the Policing Authority and the Minister for observations. At the end of the observation period, the final report is prepared and submitted to either the Policing Authority or the Minister, as appropriate.

## Inspectorate Work Plan

The Inspectorate will carry out its remit as provided for under S117(2) of the Garda Síochána Act 2005. We will continually review our approach to inspections and consider other models in order to determine those factors critical to assurance and driving continuous improvement. In the period covered by this revised strategy, it is intended to move to a model of focused, bespoke inspections of particular aspects of policing, rather than the more broad-based inspections which have characterised the work of the Inspectorate to date. It is planned to publish the 2019 Work Programme in Quarter One, 2019.

## Monitoring Policing Trends

We monitor practices and developments in other police services in relation to their operation and administration and in relation to particular aspects of policing services.

## Corporate Improvements: Communications, Resources, Administration

- » We will continue to develop and implement the internal and external communication strategy to assist in the dissemination of good practice identified during our inspections and on a broader level to engage regularly with key stakeholders.
- » Our staffing structure and skills base will be regularly reviewed to optimise our impact and efficiency.
- » We will comply with corporate policies in areas such as budget monitoring, finance and procurement in line with central government policies.
- » We will regularly review the organisational work plan and adjust as necessary to ensure maximum effectiveness.

## Key links

We work with a broad range of organisations to fully inform and meet our objectives, including the following:

- » The Department of Justice and Equality
- » The Department of Public Expenditure and Reform
- » The Garda Síochána
- » The Policing Authority
- » The Garda Síochána Ombudsman Commission
- » The Victims of Crime Office
- » The Courts Service
- » The Probation Service
- » The Irish Prison Service
- » The Office of the Director of Public Prosecutions
- » The Central Statistics Office
- » Cosc - National Office for the Prevention of Domestic, Sexual & Gender- based Violence
- » Joint Policing Committees
- » Forensic Science Ireland
- » Local Authorities
- » Health Service Executive (HSE)
- » TUSLA
- » Office of the Data Protection Commissioner
- » Non-Governmental Organisations representing victims
- » The Garda Staff Associations
- » Civil Service Unions

We maintain and foster contact with international organisations such as :

- » Her Majesty's Inspectorate of Constabulary and Fire & Rescue Services (England & Wales)
- » Her Majesty's Inspectorate of Constabulary Scotland
- » Criminal Justice Inspectorate of Northern Ireland
- » International Association of Chiefs of Police
- » International Major Cities Chiefs' Association
- » Police Executive Research Forum
- » FBI National Executive Institute Association

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