



CIGIREACHT AN GHARDA SÍOCHÁNA  
GARDA SÍOCHÁNA INSPECTORATE

# Statement of Strategy 2022-2024



The objective of the Garda Síochána Inspectorate is:

*‘To ensure that the resources available to the Garda Síochána are used so as 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.’*

(s. 117 of the Garda Síochána Act 2005)



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# Foreword by the Chief Inspector



**I am pleased to present the Statement of Strategy for the Garda Síochána Inspectorate for the period 2022-24.**

The period of this Strategy will be an evolving and challenging one as we await the publishing and enactment of the Policing, Security and Community Safety Bill. The General Scheme of the Bill addresses some of the important recommendations made by the Commission on the Future of Policing in Ireland as well as recommendations made in previous Inspectorate reports. It also provides for the establishment of a Policing and Community Safety Authority to supersede the Inspectorate and the Policing Authority. We intend to work collaboratively with the Department of Justice and the Policing Authority to contribute to the smooth transition of the inspection function to the new body.

In framing this strategy for the next three years, we have developed four High-Level Goals. These are designed to ensure that we perform our statutory functions with integrity, in a professional and trustful manner, and in so doing, make sure that the resources available to the Garda Síochána are used to achieve and maintain the highest levels of efficiency and effectiveness.

The ever changing environment, accelerated by the pandemic, provides new and emerging policing challenges for the Garda Síochána. As such, our inspection activity must be equally adaptive to react to these types of changes. In response, we have moved towards an annual inspection programme that is focused on relevant and high-risk areas. We will continue to ensure

that all of our inspections are conducted with an objective of improving policing services and ultimately making communities safer.

Our Public Sector Equality and Human Rights Duty Statement sets out a plan to assess, address and report on the human rights and equality issues relevant to our functions and purpose. We are committed to advancing equality, including gender equality, and promoting human rights in all aspects of our work.

We share the national vision, set out in the Public Service Innovation Strategy 2020, to “harness the power of innovation to deliver world-class public services in Ireland” and we are committed through innovation to optimise the efficiency and effectiveness of the Inspectorate in the delivery of our objectives. The operating environment that we find ourselves in has provided us with new opportunities to improve the way that we conduct our inspections and to develop more innovative way of engaging with stakeholders in policing.

I am privileged to lead a hugely committed and talented team who continue to produce work of a very high standard. It is important that we continue to provide further training and development opportunities for our staff, in order to equip them with the skills and competencies that they need for their role.

We have a clear vision of where we want to be, so as to best deliver our key functions in the public interest. To achieve this, we want to continue to be a high-performing, well-respected organisation.

*Mark Toland*

**Mark Toland**  
Chief Inspector

## Our Vision

Improving the delivery of policing services through inspection to the benefit of safer communities

## Our Mission

To ensure that the resources of the Garda Síochána are used so as to achieve and maintain the highest levels of efficiency and effectiveness, with human rights as its core

## Our Values





# About the Inspectorate

The Garda Síochána Inspectorate is a statutory body, independent in its operation, set up under the Garda Síochána Act 2005, to ensure that the resources available to the Garda Síochána are used efficiently and effectively.

This is achieved by carrying out inspections and measuring the performance of the Garda Síochána by reference to the best standards of comparable police services. Inspections are either self-initiated, or requested by the Minister for Justice or the Policing Authority.

The General Scheme of the Policing Security and Community Safety Bill provides for the establishment of a new Policing and Community Safety Authority to supersede the Inspectorate and the Policing Authority, this is expected to take place in the life time of this strategy.

The Chief Inspector has overall management responsibility for the administration of the Inspectorate to ensure that the Inspectorate's statutory and administrative governance obligations are fully discharged. In discharging these responsibilities, the Chief Inspector is supported by staff provided by the Department of Justice.

The Inspectorate has an Executive Team comprising of the Chief Inspector, two Deputy Chief Inspectors and a Head of Corporate Affairs. The Executive Team sets

the strategic direction of the Inspectorate and is responsible for the allocation of its resources to ensure efficiency and effectiveness in the manner in which the Inspectorate performs its functions.

Planned inspections and other Inspectorate activity is set out in our Work Plan. The ever changing policing environment, accelerated by COVID-19 has greatly impacted on crime and offending patterns. As such, inspection activity must be adaptive to react to these types of changes. In response, the Inspectorate has decided to put an annual Work Plan in place, with activity that addresses relevant and high-risk areas.

Areas for inspections are selected following consultation with key stakeholders and taking into account the level of risk to human rights and public safety, as well as the level of risk to public confidence, the reputation and the financial management of the Garda Síochána. As part of our Work Plan we also monitor the progress of recommendations made in our previous reports.

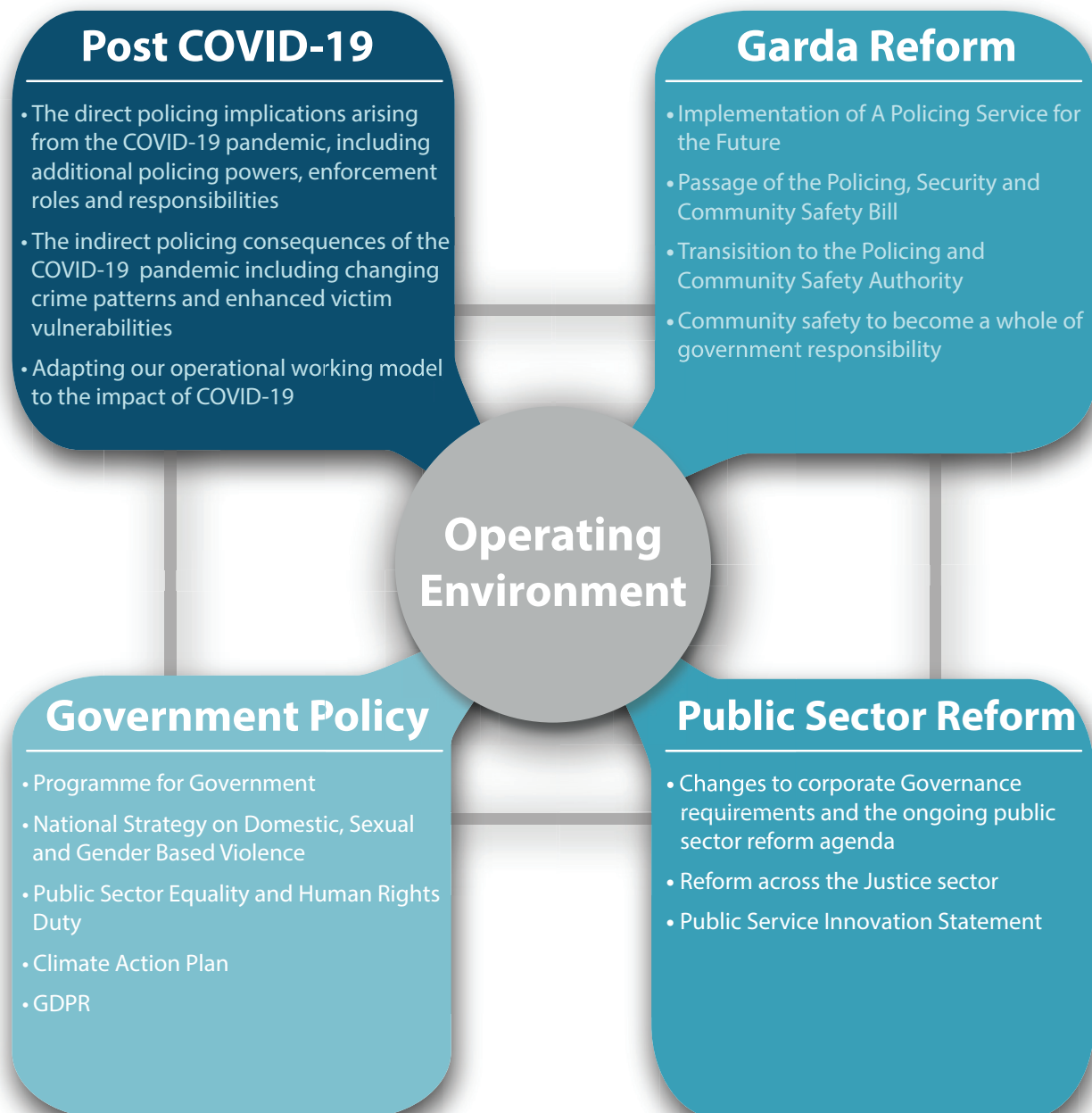
The current Work Plan is available at this link <https://www.gsinsp.ie/our-work-plan>.



# Our Operating Environment

In framing this strategy for the next three years, the Inspectorate considered the internal and external environments in which we operate. There are several internal and external drivers which have the potential to influence our programme of work and prioritisation process in the period up to the end of 2024. This strategy will ensure that we are able to address any new challenges, realise any benefit from opportunities that are presented and adapt to any changes in our operating environment.

The following are some factors that may impact on our operating environment.





# Public Sector Equality and Human Rights Duty

All public bodies in Ireland have responsibility to promote equality, prevent discrimination and protect the human rights of their employees, customers, service users and everyone affected by their policies and plans. This is a legal obligation, called the Public Sector Equality and Human Rights Duty, and it originated in Section 42 of the [Irish Human Rights and Equality Commission Act 2014](#) (the Act).

The Inspectorate is committed to fulfilling its Public Sector Equality and Human Rights Duty by advancing equality, including gender equality, and promoting human rights in all aspects of its work. The Inspectorate's Public Sector Equality and Human Rights Duty Statement sets out a plan to assess, address and report on the human rights and equality issues relevant to its functions and purpose. A working group is in place to support the delivery of the plan. The Inspectorate will continue to pursue a proactive approach to equality and human rights issues in the course of our work. In particular, the Inspectorate will continue to have regard to its obligations under Section 42 of the Act while carrying out of inspections or inquiries in relation to policing services or any particular aspects of the operation and administration of the Garda Síochána including assessing the Garda Síochána's

performance in fulfilling its Public Sector Equality and Human Rights Duty.

The Inspectorate recognises that the Equality and Human Rights Public Sector Duty is an ongoing obligation, which must be continually engaged with and is integral to operational and planning processes. We will ensure that our staff are familiar with the obligation to protect and uphold human rights as well as providing training to our staff which supports the delivery of our Public Sector, Equality and Human Rights Duty.

The Inspectorate is committed to ongoing review of its policies and procedures so as to maintain compliance with the principles of human rights and specifically the obligations under Section 42 of the Act.

We continuously work to ensure that the dignity and welfare of our staff is protected and a culture of participation and respect is encouraged having regard to these rights and principles.





# Innovation Statement

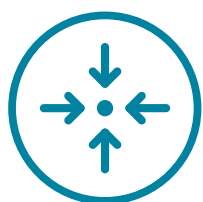
The Public Service Innovation Strategy 2020 has defined innovation as “the creation of a new, viable offering that adds value”.

The Inspectorate shares the national vision, set out in the Public Service Innovation Strategy 2020, to “harness the power of innovation to deliver world-class public services in Ireland” and we are committed through innovation to optimise the efficiency and effectiveness of the Inspectorate in the delivery of its objectives over the course of this Statement of Strategy.

The Inspectorate has identified the following key priorities to support the realisation our vision and mission:

- > Ensure customers and stakeholders are at the heart any decisions to enhance the quality of the service;
- > Listen and engage with customers and stakeholders;
- > Create an open culture that will empower, encourage and enable innovation among staff;
- > Support and encourage the development of capabilities, knowledge and skills to effectively innovate; and,
- > Actively connect and collaborate with other organisations to learn and share knowledge insights in an effort to better optimise efficiency.

**The Inspectorate has signed the Declaration on Public Service Innovation in Ireland see Appendix 1**



# High Level Goals and Objectives

In framing this strategy for the next three years, the Inspectorate has developed and grouped its objectives around four High Level Goals. These are designed to meet our obligations to perform our statutory functions with integrity, in a professional and collaborative manner, and in so doing, ensure that 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. This is measured by reference to the best standards of comparable police services.

**High  
Level  
Goal**

**1**

Produce inspection reports in relation the operation and administration of the Garda Síochána that support the delivery of improved policing services to make communities safer

**High  
Level  
Goal**

**2**

Increase awareness of the Inspectorate's role, so that key stakeholders understand our role and have confidence in the work of the Inspectorate

**High  
Level  
Goal**

**3**

Support the orderly transition to the Policing and Community Safety Authority under the proposed Policing Security and Community Safety Bill

**High  
Level  
Goal**

**4**

Continue to be a high-performing, well-respected organisation

The specific objectives and actions which we will pursue in order to achieve these high level goals are set out below.

# High Level Goal 1

Produce inspection reports in relation the operation and administration of the Garda Síochána that support the delivery of improved policing services to make communities safer

## Strategic Objective

Carry out inspections and enquiries on particular aspects of the operation and administration of the Garda Síochána, either on our own initiative or at the request of the Minister or the Policing Authority.

Provide advice to the Authority and the Minister with regard to best policing practice.

## Priority Actions

1. Develop a Work Plan which sets out areas where we will carry out inspections of particular aspects of the work of the Garda Síochána. These areas will be chosen following consultation with key stakeholders and taking into account the level of risk to human rights, public safety, public confidence, reputation and financial management.
2. Carry out inspections in accordance with best practice, in a timely and efficient manner.
3. Produce reports that make evidence based considered recommendations aimed at supporting the provision of improved policing services.

4. Conduct research to identify comparable police services and relevant good practice against which to measure the efficiency and effectiveness of the Garda Síochána.
5. Engage with international bodies in order to identify best international practice with particular emphasis on the protection of human rights.

## Key Outcome

Deliver reports that make recommendations to contribute to the efficient and effective use of Garda Síochána resources.

# High Level Goal 2

Increase awareness of the Inspectorate's role, so that key stakeholders understand our role and have confidence in the work of the Inspectorate

## Strategic Objective 1

Continue to develop relationships with our key stakeholders promoting awareness of the Inspectorate's role.

### Priority Actions

1. Consult and communicate appropriately, listening to the perspectives of key stakeholders including the Garda Síochána, the Department of Justice, the Policing Authority, Garda Síochána Ombudsman Commission and service users.
2. Work collaboratively with others to share expertise and scrutinise areas of shared interest.

### Key Outcomes

Strong mutual relations with key stakeholders, evidenced by active listening, constructive engagement and collaboration, consistent with the independence of the Inspectorate's remit and functions.

## Strategic Objective 2

Promote greater awareness of the Inspectorate's objectives, reports and recommendations.

### Priority Actions

1. Develop a communication strategy to convey more effectively the work we do to our stakeholders, the media, and the public.
2. Build on our communications capability by exploring new ways of engaging with our stakeholders. Develop our website to publicise our work and to raise awareness of our role in providing oversight of the Garda Síochána.

### Key Outcomes

Increased awareness and recognition of the value of the Inspectorate's role, work and recommendations to improve policing.

# High Level Goal 3

Support the orderly transition to the Policing and Community Safety Authority under the proposed Policing Security and Community Safety Bill

## Strategic Objective

Contribute to the smooth transition of the Inspectorate's functions and capabilities to the Policing and Community Safety Authority as proposed.

3. Develop a plan that is in accordance with the Policing, Security and Community Safety Bill to efficiently manage the transition of the Inspectorate and its inspection function to the Policing and Community Safety Authority.

## Priority Actions

1. Continue to contribute to the development of legislation on the Policing, Security and Community Safety Bill.
2. Actively engage with the Department of Justice as well as supporting the Department's Policing, Security and Community Safety Bill implementation programme.
3. Explore opportunities to work with the Policing Authority in the area of policing oversight during this transition period.

## Key Outcomes

A Policing and Community Safety Authority with an effective inspection function.

# High Level Goal 4

Continue to be a high-performing, well-respected organisation

## Strategic Objective 1

To invest in and support our people to continue to be a high-performing organisation.

### Priority Actions

1. Promote a culture that encourages innovation, staff participation across the organisation and empowers staff to express opinions without fear of alienation or retribution.
2. Formulate a tailored approach to blended working that best meets the needs of our organisation and our employees, within the overall central policy framework for Blended Working in the Civil Service.
3. Develop staff through a comprehensive performance management, learning and development system.
4. Engage with employees on critical business decisions.
5. Ensure our working environment supports the mental, physical, emotional and psychological health, safety and wellbeing of our staff.

6. Prevent discrimination, promote equality of opportunity and protect the human rights of our staff and those to whom we provide services. Ensure that we meet our obligations under the Irish Human Rights and Equality Commission Act 2014.

### Key Outcomes

An organisation with a culture of continuous improvement, committed to innovative way of working, where people are enabled and supported to contribute to an agile, high-performing organisation.

## Strategic Objective 2

Ensure that governance structures support the highest standards of organisational performance, accountability, transparency and social responsibility.

### Priority Actions

1. Comply with governance and accountability requirements required by legislation and the Code of Practice for the Governance of State Bodies, making quality and high performance central to how we work.

2. Ensure robust and effective systems of accountability are in place, maintaining the highest standards of corporate governance.
3. Develop annual work plans and business plans.
4. Keep corporate policies under review.
5. Continue to build on the positive engagement with Criminal Justice Governance in relation to the Oversight and Performance Delivery Agreement.

### Key Outcomes

Robust corporate governance framework that is transparent and accountable.

## Strategic Objective 3

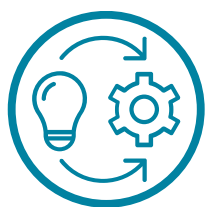
Ensure we work in a sustainable manner

### Priority Actions

1. Support the Climate Action Plan 2021
2. Implement our Green Policy.
3. Contribute to the achievement of the Department of Justice's climate strategy/targets.

### Key Outcomes

Our work is performed in a sustainable manner, which will contribute to Ireland's commitment to reduce carbon emissions.



# Implementing and Monitoring

The implementation of this Strategy of Statement will be monitored and reviewed by the Inspectorate's Executive Team on an ongoing basis. In addition, a performance delivery agreement is in place between the Inspectorate and the Department of Justice, which includes processes for monitoring performance.

The High Level Goals and strategic objectives in this Strategy, together with the opportunities and challenges presented by our operating environment, will inform the Inspectorate's annual Work and Business Plans. The delivery of our plans will ensure that our high level goals and strategic objectives are delivered over the life span of this Strategy.



# Declaration on Public Service Innovation in Ireland

In order to better serve our people, the Irish Public Service needs to be highly innovative. Innovation does more than simply drive economic growth. It has the potential to solve some of the most pressing challenges that Ireland faces now and in the Future.

**Garda Síochána Inspectorate** declares to take the following actions to build a culture of innovation in our Public Service. We will:

**Further endorse innovation as the responsibility of every public servant;**

**Enable, support, inform and equip our public servants to innovate in their roles;**

**Cultivate new partnerships and involve diverse views in problem solving and designing and delivering our public services;**

**Generate multiple options for existing and potential problems through exploration, experimentation, iteration and testing;**

**Provide insights into our experiences, best practices and lessons learned with other public servants in Ireland and abroad;**

**Share knowledge and data with citizens in an open and transparent way.**

Innovation, experimentation and openness require constant effort and a certain degree of risk. As public servants, we must be ambitious, agile and collaborative to achieve meaningful and durable results. In doing so we should be open to progressive thinking in order to create a new and better future for all inhabitants of the State.

To solve difficult problems, we must rely on the diversity, ingenuity and creativity of the public and our fellow public servants. We must also be open to blue sky thinking in order to create a new and better future for our people. In times of considerable change and uncertainty, our greatest risk is refusing to take chances and try new things. We need a culture of innovation.

Innovation is now the benchmark in most scientific, business and social sectors. Embracing and enabling innovation is equally important in delivering services and building inclusive, sustainable communities.

*Mark Torand*

**Chief Inspector  
Garda Síochána Inspectorate**



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