



GARDA INSPECTORATE

PROMOTING EXCELLENCE & ACCOUNTABILITY

CORPORATE STRATEGY

2016 - 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 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 10 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.

The Inspectorate aims to contribute positively by making meaningful professional recommendations that will enhance the working environment of the Garda Síochána and the overall efficiency and effectiveness of the force.

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 and submits a report on those inspections and enquiries to the Policing Authority and the Minister under S117(2) 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.

Our Vision

A safer Ireland delivered through a highly efficient and effective policing system 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 work 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 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 2012. The Garda Inspectorate comprises of three members one of whom is the Chief Inspector, Mr Robert Olson. One of these other posts is presently held by Mark Toland, formerly of the London Metropolitan police and the other post is vacant. The professional staff of the Inspectorate support the work of the Inspectors through planning, research, participation in field visits, report writing and administration.

**Robert K. Olson
Chief Inspector**



Member Mark Toland + 1 vacancy



Éimear Fisher, Senior Inspector (PO)
2 APOs
1 HEO
3 COs
1 Researcher
1 Service Officer

Budget & Resources

The Minister for Justice and Equality provides a budget and resources to the Inspectorate. The 2016 estimated budget is €1.2m.

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 with individual members at senior levels and focus groups of members of all ranks and civilian staff
- meetings with stakeholders, including personnel from the courts, prosecution, probation and prison services, local authorities, JPCs, and the HSE
- the detailed analysis and consideration of data gathered
- consideration of 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 will include recommendations for change in relation to the operation and administration of the Garda Síochána. This draft report is then submitted to the Minister for Justice and Equality and the Garda Commissioner 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.

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. International developments such as the creation of Police Scotland provide an excellent opportunity to evaluate the proposed structure and operating procedures being developed.

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 further develop 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 DPP
The Central Statistics Office
Cosc - National Office for the Prevention of Domestic, Sexual & Gender-based Violence
Joint Policing Committees
Forensic Science Laboratory
Local Authorities
Health Service Executive (HSE)
TUSLA
Office of the Data Protection Commissioner
Non-Governmental Organisations representing victims
The Garda Representative Associations
Civil Service Unions

We maintain and foster contact with international organisations such as
Her Majesty's Inspectorate of Constabulary (England & Wales)
Her Majesty's Inspectorate of Constabulary Scotland
Police Service of Northern Ireland
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
Five Nations Heads of Inspection Forum

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