



AN GARDÁ SÍOCHÁNA



POLICING PLAN 2014



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AN GARDÁ SÍOCHÁNA

**VISION** 'Excellent people delivering policing excellence'

**MISSION** Working with Communities to Protect and Serve

## VALUES

**H**ONESTY Being honest and ethical and adhering to the principles of fairness and justice

**A**CCOUNTABILITY Accepting individual responsibility and ensuring public accountability

**R**ESPECT Having respect for people, their Human Rights and their needs

**P**ROFESSIONALISM Providing a professional policing service to all communities

## Foreword



I am pleased to introduce An Garda Síochána's Annual Policing Plan 2014. This plan acts as the mid-point of the 2013-2015 Garda Strategy Statement, and sets out the policing commitments of the service for the coming year. It encompasses the priorities for An Garda Síochána as determined by the Minister for Justice & Equality under Section 20 of the Garda Síochána Act 2005.

The focus of An Garda Síochána will continue to be on ensuring the safety of the public, and playing our part in providing a better quality of life for all lawful citizens throughout the country. It is local communities that we serve, and it is in our daily interactions and co-operation with the public that we are best guided in our continuing development of the organisation. In preparing and publishing this annual policing plan, we have engaged in comprehensive consultations with the community and other stakeholders.

Following the rationalisation programme of recent years, the 2014 plan acts as a springboard, providing for numerous initiatives countrywide, both on a local level and in specialised units. It is imperative that as an organisation, we continue to act as drivers for change and progress. We will utilise our assets in a manner that ensures they are maximised to their full potential, and extend our interactions with other State agencies to ensure the country as a whole receives the benefit.

Targeted, information-led operations, such as Operation Fiaca – the successful national strategy to combat burglaries, will be expanded. This will ensure that we are in a position to proactively identify and target criminal threats, and we can continue to disrupt criminal movement and activity. Our IT network will play a large part in this expansion and will ensure organisational awareness of many issues from community-focused initiatives to national security.

We will continue to engage with relevant partner agencies and seek assistance where required with regard to ongoing intricate multi-faceted investigations into 'white-collar', financial and e-crime. Our continued work with local authorities and other community stakeholders will ensure crime prevention through environmental

design and other such initiatives, while ongoing discussions with the business community through Joint Policing Committees will proactively manage and counteract anti-social behaviour.

The importance of achieving the targets relevant to An Garda Síochána in the Government's Road Safety Strategy 2013-2020 will be seen in the continued education of drivers, and challenging poor road behaviour. The desire to continue to drive down road traffic fatalities will continue to inform An Garda Síochána's policy in the area, and will play a large part in the composition of the Roads Policing Plan. Traffic awareness campaigns will be delivered through school programmes nationwide, ensuring young people are well informed about the importance of road safety.

General governance will be enhanced through a number of management initiatives ensuring a professional service continues to be delivered by An Garda Síochána. Tight budgetary controls will ensure that allocations are provided in line with planned policing activities. Reviews will be carried out of both policing methods (to ensure better value is being delivered), and of the structure of national units (to ensure that the twin challenges of criminal activity and public demand are being met). Management of the health and safety of our members will be enhanced through the implementation of recommendations made by the State Claims Agency with regard to health, safety and risk management.

As the Plan shows, change and modernisation will continue within An Garda Síochána, and this will mean further innovations in the delivery of policing. However, just because it is different, does not make it any less effective. The main focus of the service will continue to be preventing and detecting crime. These activities are carried out with the guiding Honesty Accountability Respect Professionalism (HARP) values as a cornerstone. All available resources will be effectively marshalled to ensure that we continue to meet the needs of communities around the country.

A handwritten signature in black ink, appearing to read "Martin Callinan".

Martin Callinan Commissioner of An Garda Síochána



## POLICING PRIORITIES



*AN ROINN DLÍ AGUS CIRT AGUS COMHIONANNAS  
DEPARTMENT OF JUSTICE AND EQUALITY*

# Policing Priorities for An Garda Síochána for 2014

## Determined by the Minister for Justice and Equality

The Minister, under the provisions of section 20 of the Garda Síochána Act 2005, has determined the following matters as priorities for the Garda Síochána for 2014

<b>SECURITY</b> To protect the State and the people against terrorism in all its forms.	<b>CRIME</b> To combat serious crime in all its forms, in particular violent crime, organised crime including human trafficking, and white collar crime.	<b>EFFICIENT USE OF RESOURCES</b> To continue to maximise the efficient and effective use of personnel and other resources and to oversee the implementation of reforms, including those identified by the review of the Garda Síochána being conducted under the Haddington Road Agreement.
  	  	
<b>POLICING COMMUNITIES</b> To provide a policing service which meets the needs of local communities, tackles anti-social behaviour and burglary and supports the needs of victims of crime, treats them with dignity and keeps them informed about the progress of cases relevant to them.	<b>DOMESTIC AND SEXUAL VIOLENCE</b> To prevent domestic, sexual and gender-based violence and to effectively tackle such violence when it occurs.	<b>ROADS POLICING</b> To reduce the number of deaths and serious injuries on our roads arising from collisions and from pedestrians failing to take appropriate care.



## GOAL ONE SECURING OUR NATION



Ensuring our national security is a key priority for An Garda Síochána. We are committed to maintaining national security and will continue our role in safeguarding international security.

INITIATIVES	THIS WILL BE ACHIEVED BY	PERFORMANCE INDICATORS	PROCESS OWNER	OUTCOME
<p>Targeted operations against terrorist and extremist groups, including dissident republican groups</p> <p>Targeted operations against terrorist groups involved in organised criminal activity</p>	<ul style="list-style-type: none"> <li>Continuing to improve intelligence gathering, surveillance and analysis capabilities</li> <li>Analysing intelligence on known terrorist groups, reviewing threat assessments, and proactively targeting threats from terrorist, extremist and organised crime gangs with links to terrorist groups</li> <li>Ensuring organisational awareness of identified high profile national and international terrorist suspects</li> </ul>	<ul style="list-style-type: none"> <li>National security maintained</li> <li>Terrorist groups and extremists identified and targeted</li> </ul>	Assistant Commissioner Crime and Security  Each Regional Assistant Commissioner	<b>A Secure State</b>
Continued exchange of information and intelligence with appropriate domestic and international agencies	<ul style="list-style-type: none"> <li>Continuing to build on partnerships and share intelligence with appropriate national bodies and international law enforcement agencies</li> <li>Continuing to analyse intelligence from internal and external sources to ensure the safety of the State</li> <li>Continuing to strengthen our relationship with the Police Service of Northern Ireland (PSNI), at strategic and operational level, to ensure a cohesive response to any issues requiring mutual co-operation</li> </ul>			<b>Active Role in International Security</b>
Enhanced level of readiness for major emergencies	<ul style="list-style-type: none"> <li>Working with relevant agencies to ensure that An Garda Síochána has the capability to respond effectively to major emergencies</li> <li>Identifying major emergency dependencies between An Garda Síochána, the PSNI and relevant agencies in Northern Ireland</li> <li>Conducting training and emergency exercises in conjunction with other principal emergency response agencies</li> <li>Participating in the national major emergency risk assessment process</li> </ul>	<ul style="list-style-type: none"> <li>Garda major emergency plans in place</li> <li>Regional major inter-agency emergency exercises conducted and training provided</li> <li>Full Garda involvement in the national major emergency risk assessment process</li> </ul>	Assistant Commissioner Crime and Security  Assistant Commissioner Human Resource Management  Each Regional Assistant Commissioner	



## GOAL TWO PROACTIVE POLICING OPERATIONS



An Garda Síochána is committed to protecting the public from serious harm. Working with our partners we will develop targeted policing operations to reduce crime and ensure safety on our roads.

INITIATIVES	THIS WILL BE ACHIEVED BY	PERFORMANCE INDICATORS	PROCESS OWNER	OUTCOME
Information-led policing operations to combat crime	<ul style="list-style-type: none"> <li>Ensuring proactive policing interventions based on intelligence and analysis to generate reductions in crime</li> <li>Utilising all intelligence gathering capabilities, including the use of social media and open source information</li> <li>Utilising regional multi-agency capabilities to target persons engaging in crime</li> <li>Ensuring patrol strategies are in place that maximise resource deployment based on demand and crime analysis capability</li> </ul>	<ul style="list-style-type: none"> <li>Property crime reduced and detection rates increased</li> </ul>	Assistant Commissioner National Support Services	
Continue to target property crime and persistent offenders	<ul style="list-style-type: none"> <li>Targeting the most prolific offenders involved in property crime</li> <li>Targeting the most prolific offenders involved in violent crime such as aggravated burglaries and robberies</li> <li>Targeting emerging high impact crime types</li> </ul>		Assistant Commissioner Crime and Security	Reduced Crime
Actively address all forms of violent crime	<ul style="list-style-type: none"> <li>Confronting all forms of violent crime through strong enforcement and prevention strategies</li> <li>Ensuring that individuals feel confident that An Garda Síochána will actively investigate all reports of sexual offences and/or domestic violence</li> <li>Continuing to develop guidance information and advice on the investigation of sexual and/or domestic violence offences</li> <li>Continuing to implement the Children First National Guidance for the Protection and Welfare of Children, 2011 and the recommendations of the Garda Inspectorate's Seventh Report – Responding to Child Sexual Abuse</li> <li>Ensuring organisational readiness to comply with DNA legislation</li> </ul>	<ul style="list-style-type: none"> <li>Violent crime reduced and detection rates increased</li> <li>Children First National Guidance for the Protection and Welfare of Children, 2011 implemented</li> <li>Relevant Garda Inspectorate recommendations implemented</li> </ul>	Each Regional Assistant Commissioner	

An Garda Síochána is committed to protecting the public from serious harm. Working with our partners we will develop targeted policing operations to reduce crime and ensure safety on our roads.

INITIATIVES	THIS WILL BE ACHIEVED BY	PERFORMANCE INDICATORS	PROCESS OWNER	OUTCOME
Work with all our partners to help prevent and reduce the threat posed by crime	<ul style="list-style-type: none"> <li>Working effectively with all national and local groups (such as Joint Policing Committees, community and business organisations) to prevent and reduce the threat posed by crime</li> <li>Collaborating with local authorities and the wider community, on crime prevention initiatives that enhance public safety and security</li> <li>Completing actions appropriate to An Garda Síochána as set out in the Government's National Drugs Strategy 2009-2016</li> <li>Completing a review of the effectiveness of the Cross Border Policing Strategy and building on the existing practical and strategic co-operation between An Garda Síochána and the PSNI</li> </ul>	<ul style="list-style-type: none"> <li>Feelings of safety in communities increased</li> <li>Actions from the Government's National Drugs Strategy 2009-2016 achieved</li> <li>Review of Cross-Border Strategy completed</li> </ul>	Assistant Commissioner National Support Services  Each Regional Assistant Commissioner  Assistant Commissioner Crime and Security	Reduced Crime
Target organised crime, human and drug trafficking networks	<ul style="list-style-type: none"> <li>Identifying and targeting organised crime groups, whose activities have such a negative impact on communities across the country (for example, illicit drugs market, intellectual property crime, and human trafficking for the purpose of sexual and labour exploitation)</li> <li>Targeting criminals by maximising the use of the Proceeds of Crime Act, 1996 as amended, and asset recovery opportunities at national and regional level</li> </ul>	<ul style="list-style-type: none"> <li>Organised crime groups targeted and disrupted</li> </ul>	Assistant Commissioner National Support Services	
Effective investigation of those who engage in white collar and financial crime	<ul style="list-style-type: none"> <li>Working in conjunction with relevant partner agencies and institutions to identify and investigate groups and individuals involved in white collar and financial crime</li> </ul>	<ul style="list-style-type: none"> <li>Targeted operations undertaken against individuals, groups or organisations engaged in white collar / financial crime</li> </ul>	Each Regional Assistant Commissioner	

An Garda Síochána is committed to protecting the public from serious harm. Working with our partners we will develop targeted policing operations to reduce crime and ensure safety on our roads.

INITIATIVES	THIS WILL BE ACHIEVED BY	PERFORMANCE INDICATORS	PROCESS OWNER	OUTCOME
Use all available means to deny criminals the use of our roads for criminal activity	<ul style="list-style-type: none"> <li>Utilising intelligence and technology to target and disrupt individuals and groups using the roads network for criminal purposes</li> <li>Actively disrupting the movement of transient criminals through the proactive enforcement of road traffic legislation at targeted times</li> <li>Continuing to develop and expand the use of Automated Number Plate Recognition (ANPR)</li> </ul>	<ul style="list-style-type: none"> <li>Property crime reduced and detection rates increased</li> <li>Overarching ANPR strategy developed and implementation commenced</li> </ul>	Assistant Commissioner Traffic  Each Regional Assistant Commissioner	Reduced Crime
Work in partnership with other agencies to successfully enforce our roads policing strategy	<ul style="list-style-type: none"> <li>Completing actions appropriate to An Garda Síochána as set out in the Government Road Safety Strategy 2013-2020</li> <li>Participating in targeted multi-agency road safety operations to enforce road traffic legislation</li> </ul>	Actions as set out in the Government Road Safety Strategy 2013-2020 achieved	Assistant Commissioner Traffic  Each Regional Assistant Commissioner	
Targeted traffic enforcement to reduce deaths and serious injuries on our roads and to challenge dangerous road user behaviour	<ul style="list-style-type: none"> <li>Utilising targeted enforcement, based on intelligence and analysis to reduce serious injuries and fatalities</li> <li>Utilising education and prevention programmes to challenge dangerous road user behaviour</li> <li>Using all electronic monitoring systems in use by the Road Safety Authority and local authorities in pursuit of safer roads</li> <li>Utilising Go Safe cameras to prevent and detect speeding offences</li> <li>Working with partner agencies and institutions to <ul style="list-style-type: none"> <li>enhance cyclist, motorcyclist and pedestrian safety</li> <li>ensure a balanced approach between enforcement and education of young drivers</li> </ul> </li> <li>Generating enhanced awareness of the dangers of using mobile phones when driving, and failing to use safety belts when driving, through targeted campaigns</li> </ul>	<ul style="list-style-type: none"> <li>Road fatalities and serious injuries reduced</li> <li>Compliance with road traffic legislation increased</li> <li>Minimum 6,000 hours of enforcement by Go Safe cameras completed per month</li> <li>Enforcement activity mapped to collision locations</li> </ul>	Assistant Commissioner Traffic  Each Regional Assistant Commissioner	Safe Roads



## GOAL THREE ENSURING SAFE COMMUNITIES



An Garda Síochána acknowledges the importance of community based policing. Working in partnership with communities we will continue to tackle the behaviours that affect our communities' quality of life.

INITIATIVES	THIS WILL BE ACHIEVED BY	PERFORMANCE INDICATORS	PROCESS OWNER	OUTCOME
Active community engagement to develop appropriate policing strategies that meet community needs and priorities  Support and protect vulnerable and diverse sections of our communities through community policing and proactive engagement	<ul style="list-style-type: none"> <li>Continuing to consult with, and addressing the policing needs of diverse communities</li> <li>Strengthening our partnerships with state agencies, voluntary and community groups, Joint Policing Committees and other partners to address and tackle local policing and community issues</li> <li>Maximising the involvement of all Gardai (including Reserve Gardai) in community policing settings</li> <li>Enhancing the use of modern technology, including text messaging and social media, to communicate key messages nationally, and to local communities</li> </ul>	<ul style="list-style-type: none"> <li>An Garda Síochána's 2014-2016 Diversity Strategy implemented</li> <li>Feelings of safety in communities increased through enhanced visibility, engagement and communication</li> </ul>	Assistant Commissioner Organisation Development and Strategic Planning  Executive Director of ICT	<b>Safe Homes</b>  <b>Enhanced Community Confidence in An Garda Síochána</b>
Continue to support victims of crime and improve the services available to them	<ul style="list-style-type: none"> <li>Keeping victims of crime updated</li> <li>Continuing to review our policies and practices to ensure that the best available police service is given to crime victims</li> <li>Holding a Victims of Crime Forum in 2014</li> <li>Continuing to prepare the organisation for the provisions of the EU Directive that establishes minimum standards on the rights, support and protection of victims of crime</li> </ul>	<ul style="list-style-type: none"> <li>Levels of confidence and satisfaction in An Garda Síochána amongst victims of crime increased</li> <li>Victims of Crime Forum held</li> </ul>	Each Regional Assistant Commissioner	

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INITIATIVES	THIS WILL BE ACHIEVED BY	PERFORMANCE INDICATORS	PROCESS OWNER	OUTCOME
Continue to foster positive relationships with children and young people to promote their personal and community safety	<ul style="list-style-type: none"> <li>Ensuring delivery of the Garda Schools Programme and using a range of other approaches, from youth groups through to social media, to engage with young people</li> <li>Continuing to work with community partners (including Restorative Justice, Probation Service and other youth projects) to implement the Garda Youth Strategy, focusing on prevention, education and early intervention</li> </ul>	<ul style="list-style-type: none"> <li>Engagement with children and young people enhanced</li> </ul>	Assistant Commissioner Organisation Development and Strategic Planning  Executive Director of ICT  Each Regional Assistant Commissioner	<b>Safe Homes</b>  <b>Enhanced Community Confidence in An Garda Síochána</b>
Targeted local crime reduction and prevention initiatives	<ul style="list-style-type: none"> <li>Developing local crime reduction programmes in conjunction with all stakeholders, thereby contributing to increased feelings of safety in the community, particularly amongst vulnerable groups</li> <li>Holding two "Community Safety Week" campaigns and a number of community safety one-day events</li> <li>Creating opportunities for local communities to influence policing priorities in neighbourhoods</li> </ul>	<ul style="list-style-type: none"> <li>Crime reduction programmes developed and implemented</li> <li>Feelings of safety increased</li> <li>Community safety campaigns and events held</li> </ul>	Assistant Commissioner Organisation Development and Strategic Planning  Each Regional Assistant Commissioner	<b>Safe Communities</b>

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INITIATIVES	THIS WILL BE ACHIEVED BY	PERFORMANCE INDICATORS	PROCESS OWNER	OUTCOME
Working in partnership, continue to tackle public disorder and antisocial behaviour that affects a community's quality of life	<ul style="list-style-type: none"> <li>Working with communities and business groups, including the hospitality industry to continue to reduce public disorder and antisocial behaviour</li> <li>Enhancing community safety by focusing on quality of life issues and collaborating with local authorities to counteract the causes of anti-social behaviour</li> </ul>	<ul style="list-style-type: none"> <li>Public order incidents reduced</li> <li>Criminal damage incidents reduced</li> </ul>	Assistant Commissioner Organisation Development and Strategic Planning  Each Regional Assistant Commissioner	<b>Safe Communities</b>
Maintain and develop a range of communication channels and initiatives to maximise community safety	<ul style="list-style-type: none"> <li>Continuing to develop An Garda Síochána's social and digital media presence, and engaging in proactive and positive public relations initiatives / campaigns that keep communities informed</li> </ul>	<ul style="list-style-type: none"> <li>An Garda Síochána's Communications Strategy reviewed and updated</li> <li>Information and public relations campaigns completed</li> <li>Media management training programme completed</li> </ul>	Director of Communications	<b>Enhanced Service Delivery through Improved Community Engagement</b>



## GOAL FOUR DELIVERING A PROFESSIONAL SERVICE



An Garda Síochána will continue to use all available resources efficiently to ensure the delivery of a professional policing service.

INITIATIVES	THIS WILL BE ACHIEVED BY	PERFORMANCE INDICATORS	PROCESS OWNER	OUTCOME
Proactively support the review of An Garda Síochána as set out in the Public Service Stability Agreement 2013 – 2016 (Haddington Road Agreement)	<ul style="list-style-type: none"> <li>• Actively engaging to identify the appropriate processes and structures that will ensure future policing capability</li> <li>• Aligning planned policing activities with budgetary allocations</li> <li>• Holding twice-yearly finance seminars for all regional / divisional management teams, to ensure compatibility of planned policing operations with budgetary allocations</li> </ul>	<ul style="list-style-type: none"> <li>• Active engagement continued</li> </ul>	Assistant Commissioner Organisation Development and Strategic Planning  Assistant Commissioner Human Resource Management  Executive Director Finance and Services	<b>Best Use of Resources to Deliver a Professional Policing Service</b>
Optimise the availability of all Garda resources to provide a high visibility policing presence	<ul style="list-style-type: none"> <li>• Continuing to realise the benefits of the Public Service Stability Agreement 2013-2016 (Haddington Road Agreement) to ensure a visible Garda presence and response</li> <li>• Reviewing the structure of all specialist units, to ensure that they best meet the challenges of criminal activity and organisational requirements</li> <li>• Maximising all resources during core policing deployment periods</li> </ul>	<ul style="list-style-type: none"> <li>• High Visibility Policing Strategy implemented</li> <li>• Structural review of all specialist units completed</li> </ul>	Assistant Commissioner Human Resource Management  Each Regional Assistant Commissioner	

An Garda Síochána will continue to use all available resources efficiently to ensure the delivery of a professional policing service.

INITIATIVES	THIS WILL BE ACHIEVED BY	PERFORMANCE INDICATORS	PROCESS OWNER	OUTCOME
Enhance management of Health & Safety	<ul style="list-style-type: none"> <li>Implementing the key recommendations of the Review of Health, Safety and Risk Management, conducted by the State Claims Agency</li> <li>Reviewing the effectiveness of the Employee Assistance Service</li> </ul>	<ul style="list-style-type: none"> <li>Recommendations of the Review of Health, Safety and Risk Management implemented</li> <li>Review of the Employee Assistance Service completed</li> </ul>		
Continue engagement through the Partnership Framework	<ul style="list-style-type: none"> <li>Continuing to proactively engage with staff associations and trade unions through the Partnership Framework</li> </ul>	<ul style="list-style-type: none"> <li>Regular constructive engagement under the Partnership Framework continued</li> </ul>		
Develop the knowledge and skills of our people at strategic, operational and tactical level	<ul style="list-style-type: none"> <li>Identifying the training and development needs of staff and, where possible, delivering new and innovative approaches to meet these needs, within current constraints</li> <li>Continuing to develop and deliver immersive learning approaches to senior command staff</li> <li>Collaborating to enhance Garda leadership training through new programmes</li> <li>Finalising content development of a Bachelor of Arts (BA) in Applied Policing for delivery to new entrants to An Garda Síochána</li> <li>Incrementally developing online learning and rolling it out as part of a blended approach to learning and development</li> </ul>	<ul style="list-style-type: none"> <li>Alternative approaches to training (for example, on-line training, e-learning) developed and implemented</li> <li>Leadership capability enhanced</li> <li>BA course developed</li> </ul>	Assistant Commissioner Human Resource Management	<b>Best use of Resources to Deliver a Professional Policing Service</b>

An Garda Síochána will continue to use all available resources efficiently to ensure the delivery of a professional policing service.

INITIATIVES	THIS WILL BE ACHIEVED BY	PERFORMANCE INDICATORS	PROCESS OWNER	OUTCOME
Ensuring strong governance, performance and accountability	<ul style="list-style-type: none"> <li>• Continuing the phased implementation of the Performance, Accountability and Learning Framework (PALF)</li> <li>• Reviewing the Performance Accountability Framework (PAF)</li> <li>• Completing the Garda Professional Standards Unit (GPSU) 2014 examination programme</li> <li>• Completing the Garda Internal Audit Section 2014 inspection programme</li> <li>• Conducting a full assessment of the operation of the organisation's Property and Exhibits Management System (PEMS)</li> </ul>	<ul style="list-style-type: none"> <li>• Phased implementation of PALF continued</li> <li>• PAF review completed</li> <li>• GPSU and Garda Internal Audit Section examinations and inspections completed</li> <li>• Areas for improvement from examinations and inspections addressed</li> <li>• PEMS assessment conducted</li> </ul>	Assistant Commissioner Organisation Development and Strategic Planning  Each Regional Assistant Commissioner  Assistant Commissioner Human Resource Management  Deputy Commissioner Strategy and Change Management	Enhanced Service Delivery
Harness technology and information to generate efficiencies in the delivery of a policing service	<ul style="list-style-type: none"> <li>• Identifying technology that can support the work of the organisation in a more effective and efficient manner</li> <li>• Supporting the review of the delivery of shared services with other state services / agencies</li> </ul>	<ul style="list-style-type: none"> <li>• New technology implemented to support the organisation</li> <li>• Technology to support the operations and administration of the organisation optimised</li> </ul>	Executive Director ICT	

An Garda Síochána will continue to use all available resources efficiently to ensure the delivery of a professional policing service.

INITIATIVES	THIS WILL BE ACHIEVED BY	PERFORMANCE INDICATORS	PROCESS OWNER	OUTCOME
Reduce our environmental impact	<ul style="list-style-type: none"> <li>Implementing the Garda Environmental Strategy in co-operation with other internal stakeholders, the OPW and the Sustainable Energy Authority of Ireland</li> </ul>	<ul style="list-style-type: none"> <li>Implementation of the Garda Environmental Strategy continued</li> </ul>		
Improve accommodation and Garda fleet management	<ul style="list-style-type: none"> <li>Implementing the priorities from the Garda Building Programme 2014, in order to maintain and enhance facilities that support our operational requirements</li> </ul>	<ul style="list-style-type: none"> <li>2014 Garda Building Programme progressed</li> </ul>		
Continue to identify cost savings and efficiencies and reduce the organisation's cost base	<ul style="list-style-type: none"> <li>Developing procurement initiatives in collaboration with other state agencies and the Office of Government Procurement</li> <li>Participating in relevant and compatible public sector shared service initiatives in line with government policy</li> <li>Reviewing the management of witness costs at trials</li> <li>Continuing to maximise the opportunities for formal contracting arrangements for goods and services</li> <li>Conducting procurement exercises that achieve cost savings and economies of scale</li> </ul>	<ul style="list-style-type: none"> <li>Services delivered within budget</li> <li>Cost savings through aggregate purchasing achieved</li> <li>Witness costs at trials reviewed</li> </ul>	Executive Director Finance and Services	Enhanced Service Delivery





