



Garda
Ombudsman
INQUIRY INDEPENDENCE IMPARTIALITY

Statement of Strategy 2021 – 2023

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Chairperson's Foreword

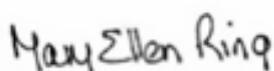
I am pleased to present the Statement of Strategy for the Garda Síochána Ombudsman Commission for the period 2021-23. This period will be an exciting one for GSOC as we await the publication of the Policing and Community Safety Bill which will address the recommendations of the Commission on the Future of Policing in Ireland and implement the changes that this will bring. We expect that GSOC will be replaced with a new police ombudsman body along with other changes to our functions which will impact on our workload and the nature of our work in the future.

This is also, of course, a time of great opportunity for GSOC. We are looking forward to moving ahead over the period of this Statement of Strategy to make improvements and innovations in the way we work and to prepare for the transition to our successor organisation. Our experience over 2020 has shown us that, working together, we can overcome challenges and adversity and continue to provide our services to the public. The COVID-19 pandemic has also brought opportunities to do things differently and helped us to challenge ourselves to overcome the obstacles that circumstances present us with.

As we start forward in 2021, COVID-19 is still with us and we must, for now, continue to work within the restrictions that it presents. We face other challenges in terms of increased customer and stakeholder expectations; rising numbers of complaints; an ever more complex environment; additional governance and compliance demands, not least of which relate to privacy and data security; and uncertainty as to what the future will bring. What is certain is that we all need to put a huge effort into transforming our organisation over the coming years to position us to meet the expectations of the public and the requirements of the future.

This work starts now. Our strategy for 2021-23 is a hugely ambitious one. This is because we are ambitious for GSOC – we believe that what we do is important, both for the people who seek our services and for the overall integrity of and public confidence in the policing service that we oversee. This is reflected in our values of public service, respect and trust, which are central to everything we do. We acknowledge that the work we do is difficult and recognise that it takes courage to do the right thing. We are committed to carry out our work with independence, impartiality and integrity and we want to be known and trusted for doing this. We are committed to putting our customers first and providing them with the best service that we can and to gradually improve that service through innovation and better use of technology.

We face into 2021 with new Commissioners and a full-strength senior team, as well as being close to our full sanctioned complement of staff. We have an expert, hugely committed and valued staff and we will be working to provide further training and development opportunities to equip them with the skills and competencies that they need. We have a vision of where we want to position our organisation so as to best deliver our key oversight functions in the public interest. We will work together collaboratively with our staff and key stakeholders to achieve the objectives that we have set out in this strategy.



Justice Mary Ellen Ring
Chairperson
Garda Síochána Ombudsman Commission

1. Introduction

The purpose of this strategy is to articulate the strategic vision, mission and the envisaged high level outcomes for the Garda Síochána Ombudsman Commission for the period 2021-2023 and to set out the key actions that GSOC will take to achieve and account for its performance against these objectives over that period.

The Garda Síochána Act 2005 (as amended) provides the statutory basis for this statement, which has been prepared following a consultation which allowed key stakeholders to submit views on its content.

The deadline for the achievement of the objectives set out in this Statement of Strategy is 31 December 2023 unless otherwise explicitly stated. The strategy will be supported by annual corporate business plans which will include specific performance measures. The annual business planning process will include a review of this strategy to oversee its implementation and assess its effectiveness. Progress on the implementation of the strategy will be reported to the Minister for Justice in GSOC's Annual Report.

This statement was developed in the latter part of 2020 and is based on the statutory environment in place at this time. However, in developing this strategy the Commission recognises legislative proposals to reform policing and policing oversight on foot of the report of the Commission on the Future of Policing, which will impact this strategy in a number of ways. It is acknowledged that the enactment of new legislation, which is intended to replace GSOC with a new body, is likely to take place within the time period envisaged in this strategy. While recognising that this new body is likely to be in place by 2023, it is nevertheless considered useful to have a plan in place for the next three years to guide the organisation over the intervening period and to set a strategic direction for the future handling of complaints and allegations of police misconduct. To the extent possible, the strategy is informed by the draft legislative proposals and is strongly oriented towards implementing the necessary arrangements for a smooth transition to the new body, with expectations of revised functions and powers and a reformed operating environment.

In this document we use the term 'customer' to refer to the people who directly use or are personally affected by our services. In addition to members of the public who make a complaint to us, this includes, for instance, victims of a crime or misconduct and the Garda Síochána members against whom a complaint is made. All of our customers depend on the provision of a fair and impartial service by GSOC to independently establish the facts of the matters under consideration. We use the term 'stakeholder' to refer to the wider range of people and organisations with an interest in what we do or who can influence or affect how we do our job.

2. The Role and Functions of GSOC

The Garda Síochána Ombudsman Commission (GSOC) is an independent statutory agency set up in 2007. Our job is to deal with matters involving possible misconduct by members of the Garda Síochána, in an efficient, effective and fair manner. The main ways that this may arise are as a result of a complaint from a member of the public, the referral of an incident from the Garda Síochána, or because it appears to be in the public interest that a matter be investigated. In so doing, GSOC has an important role in ensuring that the public have confidence in the Garda Síochána.

GSOC's main function is to deal with complaints made by members of the public concerning the conduct of members of the Garda Síochána. There are several different ways these may be dealt with, depending on the nature of the complaint received:

- Allegations of criminal offences by Gardaí are investigated by GSOC investigators.
- Allegations of breaches of discipline can be handled in a number of ways, depending on the nature of the matter concerned, including:
 - Through the Local Intervention mechanism whereby suitable matters, mainly relating to service level complaints, are referred to an Inspector in the Garda Síochána for informal resolution;
 - Through disciplinary investigation by a Garda superintendent, under the Garda Síochána Discipline Regulations 2007; this may or may not be supervised by a GSOC investigator depending on the nature of the matter; and
 - Through non-criminal investigation by a GSOC investigator.

In addition to dealing with complaints from members of the public GSOC also has a number of other functions relating to the independent investigation of:

- Matters in relation to the conduct of gardaí, even if a complaint has not been received, when it is desirable in the public interest to investigate a matter which may indicate that a member of the Garda Síochána may have committed an offence or behaved in a manner that would justify disciplinary proceedings. Such matters may also be referred for GSOC investigation by the Minister for Justice or the Policing Authority.
- Matters, referred by the Garda Síochána, where it appears that the conduct of a garda may have resulted in the death of, or serious harm to, a person.

GSOC reports the results of its investigations to the Garda Commissioner, who is responsible for taking any appropriate disciplinary action arising from the findings of the investigation.

Alternatively, in appropriate cases, a report is made to the Director of Public Prosecutions for consideration regarding the prosecution of any criminal offences arising.

3. Vision, Mission and Values



Our Vision and Mission

Our Vision

is of first-rate human-rights based policing oversight, contributing to trusted policing and a safe and secure society.

Our Mission

is to provide an independent, high-quality and trusted system for dealing with matters involving the possible misconduct of members of the Garda Síochána, in a manner which respects human rights and promotes public confidence.

Our Values are central to everything we do and guide us in our approach to how we do our work. They inform our decisions and how we treat our stakeholders and our colleagues. These core values and what they mean to us are shown below:



4. Key Challenges, Risk and Opportunities in our Environment

In framing our strategy for the next three years GSOC has considered not just our statutory remit and functions but the internal and external environments in which we operate. This allows us to take account of the context in which we work and how these factors will impact the effectiveness of our approach. To plan effectively for the future we must be aware of the challenges and opportunities we face, the strengths we bring and the weaknesses and risks we must overcome to achieve our purpose.

We have identified, further to consultation with our key stakeholders, the main factors in our external environment which influence how we do our work. These external factors both pose opportunities and represent challenges and risks to the achievement of our objectives. In developing this strategy we set out how we will overcome challenges and exploit opportunities to improve how we serve the public, in the expectation that our improved performance will, in turn, promote public confidence in policing.

At the time of writing the COVID-19 pandemic poses a significant challenge to how we approach and manage our functions and workload. We anticipate that the pandemic will require us to constantly re-evaluate how we operate and innovate to find new, more effective ways of working, which protect and support our staff and stakeholders, while continuing to enhance the provision of an effective and efficient service.

The proposed statutory changes affecting both policing and policing oversight pose additional challenges, not least in managing the transition to a new organisation as well as continuing to effectively deliver our current statutory functions. This will require us to put a significant focus on two areas - ensuring the development of a fit-for-purpose organisation which is equipped to meet the challenges of the future, and driving a substantial reform effort across the organisation and beyond. This will require dedicated resources, a sustained programme of transformation and a constructive partnership approach with our stakeholders over the coming years.

We must navigate a range of other environmental factors, including the ever-changing information environment, changes in technology, the law, data protection, privacy and security requirements, the media and communications environment and in customer expectations. While this may prove challenging, we see exciting opportunities to shape the future of our organisation and to refocus our efforts in making GSOC an organisation for us all to be proud of and for our stakeholders to respect and trust.

We are fortunate in the experience and expertise of our people and the strengths that they, individually and collectively, bring to our organisation. We will continue to rely on their dedication, enthusiasm and willingness to innovate and work together towards achieving GSOC's objectives. We are committed to supporting our highly motivated and talented people in this joint endeavour by continuing to build on our strengths, developing and supporting their strengths, establishing innovative ways of working, adapting and learning while maintaining strong governance and putting the public interest we serve at the centre of what we do.

We are acutely aware of the risks which are inherent in both our internal and external environment. The uncertainties in these environments will inevitably impact how we implement the actions set out in this document. Furthermore we have no doubt that they will change over the period of this strategy. While we have sought to counter and mitigate the risks that have

been identified, we must be alert to changes in the environment and be agile in adapting our strategy to respond to emerging threats and to take advantage of opportunities. We will continue, over the life of this strategy, to reflect on the risks we face and to adapt our activities on a timely basis to respond to the changing environment.

We recognise that the work we do is often complex and challenging. It may depend on the co-operation of others or on factors which may be outside of our control or limit our role. These factors may result in our work taking an unexpected amount of time to be completed and outcomes other than those we expect. Ultimately, outcomes may not meet the expectations of the public who make a complaint to us. While we may not be in a position to influence these factors to arrive at more timely outcomes, we will strive to do so and undertake to provide our customers with information and explanations about the matters that affect them.

5. Human Rights and Equality Statement

Section 42 of the Irish Human Rights and Equality Act 2014 provides that public bodies, in the performance of their duties, have regard to the need to eliminate discrimination and to promote equality of opportunity and treatment and to protect, promote and fulfil the human rights of its members, staff and the persons to whom it provides services.

In accordance with this statutory requirement, GSOC is required to set out an assessment of the human rights and equality issues it believes to be relevant to its functions and purpose and the policies, plans and actions in place or proposed to be put in place to address these issues.

GSOC places a strong emphasis on the right to fair procedures, the right to privacy, equal access and equal treatment in undertaking its functions. We will strive to ensure that we conduct all of our activities in a manner which has regard to human rights and equality. Our obligations in this regard are inherent in all of the objectives and activities set out in this strategy.

We recognise the human rights of others, we appreciate their diversity, we accept that their views and opinions may differ from ours and treat them with proper regard, dignity and empathy. The promotion of engagement, openness and transparency is a fundamental element of our relationships with all of our customers, stakeholders and colleagues. We will work to ensure that the service we provide to our customers respects these values and is in accordance with the human rights set down in the European Convention of Human Rights. In particular, we are cognisant of our particular role in relation to the State's obligations under Article 2 of the European Convention of Human Rights.

We will work to increase the accessibility of our services and to take positive action to engage diverse groups who could benefit from our services. We will revise our customer charter to ensure that it clearly reflects our commitment to equality, diversity and the elimination of discrimination. We will provide access to a complaints mechanism for our customers which takes this into account. We will review our approach to consultation with our stakeholders to ensure that we engage in a proactive, inclusive and consistent manner.

We will work to ensure that the dignity and welfare of all our staff is protected and an inclusive culture of participation, collaboration and mutual respect is encouraged having regard to these rights and principles. We will seek to ensure that, over time, we build a more diverse and representative workforce. We will take positive action to ensure that our workplace, our work practices and communications are accessible to our diverse workforce and stakeholders and will keep internal policies and practices under review to ensure compliance with best practice in those areas. We will consider ways in which we can promote and develop greater diversity among our staff.

We will ensure that our staff are familiar with the obligation to protect and defend the human rights of everyone we deal with and will ensure that we provide training to staff which helps them to provide a human rights compliant service.

6. Innovation Statement

The Public Service Innovation Strategy 2020 defines innovation as ‘the creation of a new, viable offering that adds value’ and sets out a vision of a public service which harnesses the power of innovation to deliver world class public services in Ireland.

In GSOC we greatly value innovation and see it as a primary driver of the changes we will make over the life of this Statement of Strategy. Innovation will be essential in order to transform what we do and how we do it, to allow us to be more efficient and effective and to do new and better things as we transition to and deliver a new, fit-for-purpose organisation.

Innovation is thus a central element in the objectives set out in this strategy. It is inherent in all of our actions, which we will approach by:

- Having a mind-set which places the provision of an excellent service, consistent with our mission and core values, to our customers and the public at the centre of our decision-making;
- Embracing innovative means to enhance effectiveness and the quality of customer experiences;
- Engaging with and listening to our stakeholders and customers;
- Designing and delivering accessible and easy to use services, including online provision of services, information and interactions;
- Inspiring, empowering and listening to staff and equipping them with the skills and tools to innovate;
- Creating a culture of innovation where we challenge the norm and are open to new ways of doing things;
- Learning from our colleagues in other organisations and sharing insights, knowledge and lessons; and
- Being future oriented, always open to improvement and finding new ways of doing things.

Strategic Outcomes and Objectives

Independent complaints handling and investigation of alleged police misconduct in the public interest

- Process complaints from members of the public against the Garda Síochána in an independent, fair and timely manner.
- Investigate referrals from the Garda Commissioner, the Minister for Justice and the Policing Authority regarding possible misconduct by Garda members and undertake investigations in the public interest.
- Deal with Protected Disclosures in accordance with statutory functions.

Excellent customer service

- Inspire trust and confidence in the service we provide and in policing in general by providing a professional and competent complaints service to the public.
- Provide a quality customer service experience and human rights compliant service to all of GSOC's customers.
- Improve and develop relationships with our key stakeholders consistent with enhancing the level of service that GSOC can provide to its customers and promoting awareness of GSOC's role.

Smooth transition to GSOC's successor body

- Plan and effectively manage the process of establishing and transferring GSOC's functions to its successor body.
- Create the capacity to respond to the increased demands of new legislation and other challenges in our environment.
- Influence the future development of policing and policing oversight and contribute to enhanced public trust and confidence in policing.

A high-performing, well-respected organisation

- Invest in our people and make GSOC an employer of choice.
- Build a strong inclusive and transparent culture in the organisation directed at achieving our common purpose and supporting our staff in a valued partnership across the organisation.
- Manage change proactively.
- Promote greater public awareness of GSOC's role and achievements.
- Review, refine and continue to develop and implement innovative solutions to assist in the delivery of efficient and effective services to the public.
- Develop our capability to comprehensively manage records and information to enhance organisational competency and knowledge in order to inform internal decision making and external stakeholders.
- Comply with governance and accountability requirements required by legislation and Governance Codes making quality and high performance central to how we work.

7. Strategic Outcomes and Objectives

In framing its strategy for the next three years, GSOC has developed and grouped its objectives around four high level outcomes. These are designed to meet our obligations to perform our statutory functions in an efficient, effective and fair manner and, in so doing, to promote public confidence in the process for resolving complaints and investigating allegations of misconduct by members of the Garda Síochána.

These outcomes are:

1. **Provision of an independent complaints handling function and investigation of alleged police misconduct in the public interest;**
2. **Delivery of an excellent customer service;**
3. **Delivery of a smooth transition to GSOC's successor body; and**
4. **A high-performing, well-respected organisation.**

The specific objectives and actions which we will pursue in order to achieve them are set out below, together with the measures of success against which we will judge our progress in achieving these objectives.

High Level Outcome 1 – Provision of an independent, professional complaints handling function and investigation of alleged police misconduct in the public interest.		
Strategic Objectives	Priority Actions	Measures of Success
<p>Process complaints from members of the public against the Garda Síochána in an independent, fair and timely manner.</p> <p>Investigate referrals from the Garda Commissioner, the Minister for Justice and the Policing Authority regarding possible misconduct by garda members and undertake investigations in the public interest.</p>	<p>Receive and examine complaints efficiently and advise complainants promptly of action being taken.</p> <p>Admit and refer cases for investigation.</p> <p>Ensure that cases are progressed to completion in a timely and appropriate manner, insofar as possible.</p> <p>Ensure that all relevant investigations meet the requirements of Articles 2 of the European Convention of Human Rights for an independent, effective and prompt investigation.</p> <p>Keep our processes for the examination and investigations of complaints and alleged misconduct under review and</p>	<p>Provision of efficient and effective responses as measured by reference to statistics of case throughput, quality and timeliness of case outcomes.</p> <p>Maintenance of up to date Operations procedures which take account of changes in the law and best practice operating procedures and the changing environment.</p> <p>Matters fully investigated in accordance with GSOC's statutory remit and powers.</p> <p>Matters referred to the DPP for prosecution or to the Garda Commissioner for disciplinary action as appropriate.</p> <p>Establishment of specialist investigation Unit and</p>

Strategic Objectives	Priority Actions	Measures of Success
	<p>ensure our operating procedures are carried out in accordance with fair procedure and best practice.</p> <p>Review and improve the efficiency of our complaints process by seeking to identify and use enhanced technological solutions to streamline each aspect of complaint and administrative processes.</p> <p>Implement performance management and quality systems to monitor and address any shortcomings in the effectiveness of systems to manage our business.</p> <p>Carry out our statutory functions in compliance with the law and other obligations.</p> <p>Formation of a specialist unit and development of specialist investigation capabilities relating to incidents involving in particular vulnerable people and digital technology.</p>	<p>development of appropriate expertise and capacity in appropriate specialisms.</p>
<p>Deal with Protected Disclosures in accordance with statutory functions.</p>	<p>Deal with and appropriately investigate matters brought to the attention of the Ombudsman Commission by means of protected disclosures in accordance with their statutory remit.</p> <p>Contribute to policy formulation and participation at EU level in implementing of strong practices in this area.</p> <p>Promote GSOC's role within the Garda Síochána in managing protected disclosures.</p>	<p>Provide effective investigations into disclosure matters, being mindful of unique provisions and keeping in line with best practices, legislative change and government policy in this area.</p> <p>Participation and contribution to national and EU policy and practice.</p> <p>Provide information, where possible, regarding GSOC's role, process, progress of cases and decisions.</p>

High Level Outcome 2 – Delivery of an excellent customer service

Strategic Objective	Priority Actions	Measures of Success
<p>Inspire trust and confidence in the service we provide and in policing in general by providing a professional and competent complaints service to the public.</p>	<p>Provide a responsive and professional service to the public.</p> <p>Provide information about the progress of complaints and investigations and the reasons for our decisions to those affected.</p> <p>Listen to and learn from the needs of all our stakeholders and adapt how we approach our work to ensure these needs are met.</p> <p>Provide complaint and information channels, including the enhancement of electronic and online systems, to ensure that services are accessible and easy to use for anyone wishing to make a complaint or engage with GSOC.</p> <p>Ensure that appropriate service is provided to all we deal with and in particular children and vulnerable adults and victims of crime by complying with the principles and requirements, including as set out in Children First: National Guidance for the Protection and Welfare of Children; the European Convention on Human Rights; and the EU Victims of Crime Directive, which was transposed into Irish law by the Criminal Justice (Victims of Crime) Act 2017.</p> <p>Expansion of our outreach programme to ‘hard to reach’ and vulnerable groups.</p>	<p>Improved service delivery as measured by reference to statistics of case throughput, quality and timeliness of case outcomes.</p> <p>User friendly online and other channels to facilitate public engagement and more efficient processing of complaints and queries and to keep customers informed of the progress of their complaints.</p> <p>Arrangements in place and prioritised in order to provide the required level of service to children, vulnerable adults and victims of crime in accordance with statutory, moral and other obligations.</p>
<p>Provide a quality customer service experience and</p>	<p>Treat all the people we deal with, including complainants and those</p>	<p>Establishment of a Quality Management function to ensure</p>

Strategic Objective	Priority Actions	Measures of Success
<p>human rights compliant service to all of GSOC's customers.</p>	<p>against whom complaints are made, with dignity, empathy and respect and in accordance with their human rights.</p> <p>Enhance our Quality Customer Service Strategy and actions and enhance facilities for stakeholders to provide feedback on our services.</p> <p>Evaluate our services to ensure that we provide excellent customer service.</p> <p>Ensure that the information that we handle is treated with care, confidence and compliance with data protection best principles.</p>	<p>that the services that GSOC provide meet high professional standards and provide consistent high quality service.</p> <p>Positive and improving customer satisfaction feedback.</p> <p>Implement learning from customer feedback and complaints.</p> <p>Report on compliance with the Public Sector Equality and Human Rights Duty.</p>
<p>Improve and develop relationships with our key stakeholders consistent with enhancing the level of service that GSOC can provide to its customers and promoting awareness of GSOC's role.</p>	<p>Consult and communicate appropriately, listening to the perspectives of key stakeholders including victims of crime, the Department of Justice, the Policing Authority, Garda Inspectorate and the Garda Síochána.</p>	<p>Improving relationships with key stakeholders, evidenced by active listening, constructive engagement and improved mutual co-operation, consistent with the independence of GSOC's remit and functions.</p>

High Level Outcome 3 – Delivery of a smooth transition to GSOC's successor body

Strategic Objective	Priority Actions	Performance Indicators
<p>Plan and effectively manage the process of establishing and transferring GSOC's functions to its successor body.</p>	<p>Prepare a Transition Plan addressing the requirements to establish a new body and transfer GSOC's functions in accordance with the commencement of new legislation.</p> <p>Establish an adequately resourced transition working group and consult with key stakeholders, including the</p>	<p>Comprehensive Transition plan in place which comprehensively addresses all of the matters required to be put in place to implement the provisions of the new legislation.</p> <p>Transition plan implemented in full and new body established.</p>

Strategic Objective	Priority Actions	Performance Indicators
	Department of Justice and the Garda Síochána, to manage the transition process.	
Create the capacity to respond to the increased demands of new legislation and other challenges in our environment.	<p>Analyse the requirements for and seek the resources to deliver the statutory functions provided to GSOC's successor body, in addition to completion of any legacy matters.</p> <p>Planning and preparations to put processes and systems in place to meet the requirements of new statutory functions.</p> <p>Arrangements for the completion of any legacy items or their smooth transfer to the successor body.</p> <p>Review business continuity arrangements in light of the continuing COVID-19 pandemic, Brexit and other external challenges in order to minimise disruption to GSOC's functions.</p>	<p>Detailed analysis of anticipated workload with regard to the functions of the new body and the completion of any outstanding legacy matters.</p> <p>Adequate resources in place to support the transition process and to underpin the delivery of the functions of the new body in addition to any legacy matters.</p> <p>Processes and systems in place to support the workload and functions of the new body.</p> <p>Appropriate remote working and other business continuity arrangements in place.</p>
Influence the future development of policing and policing oversight and contribute to enhanced public trust and confidence in policing.	<p>Contribute our experience and expertise through consultation and the provision of advice to the Minister for Justice in the context of the drafting of legislation.</p> <p>Engage and connect with the participants in the national and international dialogue on policing reform and accountability.</p> <p>Engage with the development of policing policy by working in partnership with the Department of Justice.</p> <p>Contribute to an improved policing service that enjoys public</p>	<p>A new policing oversight architecture which is fit for purpose, can operate in an effective manner conducive to engendering public confidence and will result in improved policing service for the people of Ireland.</p> <p>Provision of reports to the Minister for Justice, the Policing Authority and the Garda Commissioner with evidence-based recommendations for improvements in policing arising from our oversight work.</p>

Strategic Objective	Priority Actions	Performance Indicators
	trust and confidence by highlighting key areas for improvement and reform arising from our experience in dealing with complaints and ensuring that they are understood and appropriately responded to.	Ongoing engagement with key stakeholders in the Criminal Justice system including the Oversight Forum with the Garda Inspectorate and the Policing Authority.

High Level Outcome 4 – A high-performing well-respected organisation

Strategic Objective	Priority Actions	Performance Indicators
Invest in our people and make GSOC an employer of choice	<p>Attract and retain talented and motivated people.</p> <p>Put in place a Learning and Development Strategy to prioritise learning and development and career opportunities aligned to the competencies which will drive the achievement of our strategic objectives.</p> <p>Equip our people with fit for purpose skills and expertise to provide a high quality, professional and customer-centric service, and which anticipates evolving needs and meets the needs of vulnerable customers.</p> <p>-</p>	<p>Put in place a People Strategy and workforce plan that sets out how we will attract and retain highly qualified staff and support and provide them with career development opportunities.</p> <p>Low staff turnover and high staff satisfaction as measured by staff surveys.</p> <p>Professionalisation of key roles and provision of continuing professional development.</p> <p>Provision of learning and development opportunities in accordance with annual training plans and the PMDS process.</p>
Build a strong inclusive and transparent culture in the organisation directed at achieving our common purpose and supporting our staff in a valued partnership across the organisation.	<p>Communicate a clear common purpose to staff.</p> <p>Promote a culture of working together collaboratively through consultation and involvement of all staff, actively listening to staff views and taking ideas on board.</p>	<p>A more inclusive organisation where all staff are valued, empowered and work together to achieve our common purpose.</p> <p>Greater diversity in the GSOC workforce.</p>

Strategic Objective	Priority Actions	Performance Indicators
	<p>Develop and implement a Diversity, Equality and Inclusion Strategy.</p> <p>Build strong systems for business planning and organisational performance management supported by a comprehensive performance management and learning and development system.</p>	<p>An embedded annual business planning and review process which is engaged with by the whole workforce, aligned to strategic objectives and staff roles and provides effective and timely reporting and feedback mechanisms to support responsive decision making and development of competencies.</p>
Manage change proactively	<p>Develop and implement a proactive change management programme which values staff input and empowers our workforce to identify solutions, to drive change in the organisation to deliver in enhanced and challenging roles.</p> <p>Further embed the risk management system by working together to identify and respond to challenges in our environment.</p>	<p>Smooth transition to the new organisation and functions.</p> <p>A well-motivated, enthusiastic and engaged workforce.</p> <p>An embedded and effective risk management system which protects the organisation against risk and enhances its ability to act in a proactive manner and achieve its objectives.</p>
Promote greater public awareness of GSOC's role and achievements	<p>Extend our outreach programme through engagement with stakeholders and the media through consultations, events and developing stronger and strategic communications</p> <p>Publish reports, statistics and research and appropriately make information publicly available.</p> <p>Create a public profile and brand for GSOC's successor organisation.</p> <p>Redevelop the organisation's website to reflect the functions, requirements and profile of the</p>	<p>Publication of GSOC documents and reports including Annual Reports and Quarterly Statistics and open source information.</p> <p>Regular engagement with key stakeholders.</p> <p>Promotion of GSOC's role through media and other channels</p> <p>Redeveloped website which provides a one stop point of contact and source of information on the organisation and its work.</p>

Strategic Objective	Priority Actions	Performance Indicators
	new body and to facilitate the provision of online services.	
Review, refine and continue to develop and implement innovative solutions to assist in the delivery of efficient and effective services to the public.	<p>Establish an innovation group to promote innovative ways of working and high quality service delivery to the public.</p> <p>Conduct a needs analysis of processes and systems to inform the development of appropriate systems and processes to support our work including through the greater use of online services and new technologies.</p> <p>Benchmark our systems and processes against similar bodies.</p>	<p>Effective and innovative solutions to support the oversight of policing conduct and quality customer service consistent with best practice in complaint management.</p> <p>Implementation of online solutions for engagement with the public and complainants and an integrated fit for purpose case management system.</p> <p>Work approaches in line with best practice.</p>
Develop our capability to comprehensively manage records and information to enhance organisational competency and knowledge in order to inform internal decision making and external stakeholders.	<p>Enhance our records and information management systems, developing capacity to capture organisational knowledge to enhance how we work.</p> <p>Undertake research to develop new knowledge relevant to our work.</p>	<p>Improved record and knowledge management systems.</p> <p>Publication of research.</p>
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.	<p>Keep our governance and internal controls systems under constant review to ensure that they are in compliance with statutory and other requirements.</p> <p>Provide training to ensure that staff are aware of and equipped to meet our statutory and other obligations.</p> <p>Put a quality management and compliance function in place to provide assurance to the Commission and to its stakeholders regarding quality</p>	<p>Positive internal and external audit reports.</p> <p>More effective and impactful performance in dealing with police misconduct evidenced by performance and statistical reports, stakeholder feedback and trends in the numbers and nature of complaints.</p>

Strategic Objective	Priority Actions	Performance Indicators
	<p>and compliance with the law and other obligations.</p> <p>Ensure our information management systems are in compliance with applicable data protection law and other obligations</p>	

8. Resources

A total budget of €11.273 million has been provided for GSOC for 2021. In addition to this, we will assess our needs and seek the funding required to deliver the changes to support the transition to a new organisation over the lifetime of this strategy.

Our annual business plans and budgets will ensure that funding is allocated to drive the priorities that will best facilitate the delivery of the strategic outcomes and objectives outlined in this strategy, with a primary focus on our capacity to carry out independent investigations on matters of importance to our stakeholders.

Our resources do not refer only to financial resources. We regard our people as our primary resource and, over the lifetime of this strategy, we will invest in developing the skills, knowledge and expertise of our people, consistent with the competencies required to deliver a professional and expert service for the people of Ireland.

Other important resources include our facilities, like our accommodation and technology infrastructure, which we will enhance to ensure the level of systems and information support is such that we can provide our services effectively and efficiently.

Finally, information is a key resource in undertaking our work and reporting on our effectiveness. We will enhance how we manage and protect our information and knowledge resources in the best interests of the public, making information on our activities available where appropriate and undertaking research to deepen our knowledge in relation to all aspects of our work.

9. How We Will Measure and Report Our Success

This Statement of Strategy sets out what GSOC aspires to achieve in the coming years both in supporting the public by investigating complaints and addressing allegations of police misconduct in the public interest but also in laying the foundations for future improvements in policing oversight and ultimately better policing in Ireland.

The high level outcomes and objectives and the work we will undertake to meet these over the coming years are set out in this document. Under each objective, we have included information on the priority actions that we plan to take and what we expect to deliver in terms of the outcomes, measures and impacts that this will make for our organisation, our stakeholders and society in general.

We will back this up with detailed annual business planning and performance management and reporting systems which will support our keeping track of our progress, adapting our approach if necessary. We will keep our stakeholders informed and assured that we are acting in the public interest by providing six-monthly status updates and reporting on our performance against our strategic objectives in our annual report.

This will also involve embarking on a substantial change programme, driven by a new statutory basis, the changing policing and oversight landscape as well as the changing expectations of society and a greater focus on innovation. We will strive to make meaningful change in the pursuit of better outcomes for the public. We will track and make public the benefits delivered to demonstrate the merits of our work. We will proactively seek feedback from our stakeholders to find out whether the changes we are undertaking are making a difference to them. We will publish periodic status reports on our website and end of year updates on our work and its outcomes in our Annual Report.