



Priority Area	Actions to achieve priority
1: Contribute to the Government programme for policing reform	<ul style="list-style-type: none"> Advise the Minister as appropriate as to the details of the Government decision on policing and oversight reform (ongoing throughout 2021).
	<ul style="list-style-type: none"> Proactively engage with the legislative process relating to Policing Reform (as required throughout 2021).
	<ul style="list-style-type: none"> Seek opportunities to prepare and engage for likely future statutory functions (ongoing throughout 2021)
2. Develop and agree the Authority's next three year strategy	<ul style="list-style-type: none"> Develop Authority's Statement of Strategy for 2022 - 2024 and submit to the Minister by 31 December 2021.
3. Implement Strategic Policing Oversight Frameworks	<ul style="list-style-type: none"> Engage with the Garda Síochána on and approve the Strategy Statement 2021-2023 and the Garda Síochána Policing Plan 2022 (within 6 weeks of receipt of the relevant final documents from the Garda Síochána).
	<ul style="list-style-type: none"> Policing Priorities submitted to the Minister (by end Q4) following consultation (by end Q3).
	<ul style="list-style-type: none"> Engage in public and private with the Garda Commissioner and senior Garda representatives (Authority meetings and Committee meetings monthly throughout 2021).
	<ul style="list-style-type: none"> Review the performance framework through the development of relevant performance measures, with reference to international best practice (by end Q2).

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4: Monitoring and assessment of Garda Síochána policing performance	<ul style="list-style-type: none"> • Evaluation of policing performance with the production of monthly reports and publication of key reports (including monthly performance reports, bi-annual assessment of policing performance)
	<ul style="list-style-type: none"> • Continue to identify and implement innovative solutions to assist in the delivery of effective oversight and enhanced policing services (ongoing throughout 2021).
	<ul style="list-style-type: none"> • Focused oversight of Garda Síochána policing performance in relation to the COVID-19 pandemic, including periodic public reporting.
	<ul style="list-style-type: none"> • Focused oversight of key Garda Síochána performance areas based on risk assessment to include <ul style="list-style-type: none"> ○ Property Exhibit Management System; ○ Computer Aided Despatch / 999 calls; ○ Implementation of the recommendations of the Garda Inspectorate report on Child Sexual Abuse ○ Management of suspects in custody and progress of implementation of the CPT and Garda inspectorate reports.
5: Improve, implement and monitor the system for Appointments in the Garda Síochána	<ul style="list-style-type: none"> • Conclude arrangements relating to the appointments of Deputy Commissioners
	<ul style="list-style-type: none"> • Appoint, on a timely basis, as relevant, Assistant Commissioners, Chief Superintendents and Superintendents and continue to evolve underlying processes in line with best practice.
	<ul style="list-style-type: none"> • Develop new competency frameworks for Assistant Commissioner, Chief Superintendent and Superintendent by Quarter 4 2021.
	<ul style="list-style-type: none"> • Approve in a timely manner grades and numbers of Garda Staff and make appointments in accordance with statutory functions.
	<ul style="list-style-type: none"> • Oversee Garda recruitment and promotion processes.

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6: Review and oversee the organisational reform of the Garda Síochána	<ul style="list-style-type: none"> • Evaluation of the progress and benefits realisation from Garda Síochána organisational reform with the production of monthly reports and publication of key reports (including monthly performance reports, bi-annual assessment of policing performance). When Covid regulations permit, resume and increase in-person engagements with Garda stations and units throughout the country.
	<ul style="list-style-type: none"> • Focused, risk based oversight of key Garda Síochána organisational elements including: <ul style="list-style-type: none"> ○ HR and workforce planning; ○ Garda Síochána Resources (to include Physical infrastructure and finance)
	<ul style="list-style-type: none"> • Oversee the implementation of the new Garda Síochána Operating Model, assessing and reporting quarterly on its effectiveness in supporting the Garda Síochána stated mission of ‘Keeping People Safe’.
	<ul style="list-style-type: none"> • Continue to assess progress in enhancing the cultural behaviours and embedding of the Code of Ethics in the Garda Síochána and report on a bi-annual basis.
	<ul style="list-style-type: none"> • Focussed oversight of the governance arrangements and structures with the Garda Síochána, which based on risk assessment would include: <ul style="list-style-type: none"> ○ Continued cooperation and interaction with the Garda Síochána audit committee; ○ Continued oversight of the GS Protected Disclosures system; ○ Assessing the efficacy of the systems and processes for managing expressions of dissatisfaction about the Garda workforce, both internal and external.
7: Develop and implement procedures to ensure policing accountability at a local level	<ul style="list-style-type: none"> • Engage with and contribute to Community Safety Pilots and suggested mechanisms of local policing oversight.
	<ul style="list-style-type: none"> • Engage and oversee performance of JPCs and Local Fora including convening meetings with JPC and other stakeholders and planning for delivery of training.
	<ul style="list-style-type: none"> • Consider Guidelines concerning Joint Policing Committees (by end Q2).

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8: Embed a Human Rights Focus in Authority Oversight	<ul style="list-style-type: none"> Oversee the embedding of Human Rights in the Garda Síochána and report quarterly.
	<ul style="list-style-type: none"> Monitor and oversee the Garda Síochána implementation of the Diversity and Inclusion Strategies, both in terms of diversifying the workforce and in terms of policing and communicating with diverse communities. Report on Garda Síochána compliance with their duties under Section 42 of the IHREC Act (by end Q2).
	<ul style="list-style-type: none"> Enhance expertise and capacity in Human Rights within the Authority and embed a Human Rights focus in the oversight work of the Authority (ongoing throughout 2021).
	<ul style="list-style-type: none"> Assess on a quarterly basis the Authority's compliance with its statutory duty under Section 42 of the Irish Human Rights and Equality Commission Act 2014
9: Fieldwork and engagement with stakeholders to inform and promote oversight work and assessment of Garda performance	<ul style="list-style-type: none"> Undertake fieldwork to support the assessment of policing performance and the oversight of key enablers (ongoing throughout 2021).
	<ul style="list-style-type: none"> Develop (by end Q1) and implement targeted stakeholder engagement plan (Q2-Q3).
	<ul style="list-style-type: none"> Maintain and deepen effective relationships with other policing oversight bodies nationally and internationally (ongoing throughout 2021).
	<ul style="list-style-type: none"> Build and facilitate research networking and collaborations with national and international research, policing and oversight organisations. (ongoing throughout 2021).
	<ul style="list-style-type: none"> Arrange two public conversations or events as relevant to promote improvement in policing standards and to facilitate access to accurate information
	<ul style="list-style-type: none"> Commission and manage research projects to facilitate policing oversight and to improve knowledge and awareness of policing matters

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10: Organisational Adherence to best practice Governance, Internal Controls and Corporate Services	<ul style="list-style-type: none"> • Drive transition arrangements with regard to Government proposals for new oversight arrangements (ongoing throughout 2021).
	<ul style="list-style-type: none"> • Ensure that the Authority’s finance and governance practices are operated in full accordance with relevant legislation, public sector codes and duties, and the organisation’s policies and procedures.
	<ul style="list-style-type: none"> • Ensure a high performing organisation, supported by talent management strategies to build the capacity of the organisation
	<ul style="list-style-type: none"> • Corporate Services arrangements in place to support the Authority and staff in performing their functions in an efficient and effective manner.
	<ul style="list-style-type: none"> • Implement and monitor the ongoing operation of the Authority’s Business Continuity Plan to maintain the Authority’s functions and ensure the well-being of staff (SMT).