



## Action Plan to address 2020 Corporate Priorities

Corporate Priority	Actions or Performance Indicators <sup>1</sup>
<b>1) Contribute to the Government programme on policing reform</b>	<ul style="list-style-type: none"> <li>– Advise the Minister and Implementation Group as appropriate as the details of the Government decision on policing and oversight reform are developed;</li> <li>– Participate in the process to review the Garda Disciplinary Regulations;</li> <li>– Participate in transition arrangements with regard to Government proposals for new oversight arrangements.</li> </ul>
<b>2) Monitoring and assessment of Garda Síochána policing performance</b>	<ul style="list-style-type: none"> <li>– Monthly evaluation of the 2020 Policing Plan by the Executive supported by site visits designed to evidence the achievement of the Plan;</li> <li>– Production of a half year and full year report on Garda Síochána performance against the 2020 Policing Plan;</li> <li>– Determination of the format for the Garda Commissioner’s Annual Report by 28 February 2020;</li> <li>– Hold bi-annual meetings with the Assistant Commissioner for Security and Intelligence;</li> <li>– Review the potential of the Commissioner’s Monthly Report to further enhance the Authority’s oversight;</li> <li>– Policing Priorities for 2021 submitted to the Minister by end September 2020;</li> <li>– 2021 Policing Plan approved and submitted to the Minister by end December 2020;</li> <li>– Attendance at 4 regional and 10 divisional PAF meetings.</li> </ul>
<b>3) Broaden and deepen the range of policing performance measures</b>	<ul style="list-style-type: none"> <li>– Enhance the performance framework through the development of relevant performance measures, with reference to international best practice;</li> <li>– Continue work to inform the Authority’s understanding of ‘standards setting’ for policing in Ireland;</li> <li>– Develop the Authority’s understanding of police powers;</li> <li>– Commission research on the Garda prosecution role;</li> <li>– Targeted programme of engagement with stakeholder groups;</li> <li>– Manage the ongoing work in relation to the review of adult cautions;</li> <li>– Manage ongoing research to completion to better understand victims experiences of the Garda Síochána and publish.</li> </ul>

<sup>1</sup> While all indicators are assumed to have a completion time of 31 December 2020 unless explicitly stated, the Executive’s underlying work-plan will have more detailed timelines with milestone reporting to the CEO.

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<b>4) Implement and enhance system for Appointments in the Garda Síochána</b>	<ul style="list-style-type: none"> <li>– Undertake selection competitions for Assistant Commissioner, Chief Superintendent and Superintendent;</li> <li>– Continue to evolve the selection process in line with best practice;</li> <li>– Oversee the reform of the promotions process for Garda Sergeants and Inspectors and provide input to the review of the new promotion regulations and proposed governance arrangements for Garda promotion competitions for these ranks;</li> <li>– Oversee Garda recruitment, with particular regard to issues of diversity.</li> </ul>
<b>5) Monitoring and support the modernisation and reform of the Garda Síochána</b>	<ul style="list-style-type: none"> <li>– Monthly evaluation and periodic reporting on the implementation of change in the Garda Síochána, with particular reference to the key areas of data quality and the implementation of the new Garda Síochána operational model;</li> <li>– Oversee the implementation of performance management in the Garda Síochána;</li> <li>– Assess the Garda Síochána response to and the progress made in dealing with the issues arising from the Culture Audit and the findings of the 2020 Culture Audit;</li> <li>– Continue to assess progress in embedding of the Code of Ethics in the Garda Síochána;</li> <li>– Continue to oversee the Garda Síochána review of policies and procedures in place to deal with protected disclosures.</li> </ul>
<b>6) Deepen the engagement with local joint policing structures</b>	<ul style="list-style-type: none"> <li>– Plan in place by end February 2020 setting out the nature and depth of the Authority’s engagement with Joint Policing Committees (JPCs) and Public Participation Networks (PPNs) in 2020, to include presentations to JPCs and identification of case studies demonstrating good practice</li> <li>– Identification of JPC training needs and arranging for training event(s) to be held in 2020;</li> <li>– Circulation of materials including templates to JPCs to improve consistency of information;</li> <li>– Annual meeting of Chairpersons of JPCs held by 30 September 2020;</li> <li>– Consider, in light of promised legislative proposals, what interim work might be helpful to assist the JPCs in assessing the delivery of the Local Policing Plan by June 2020;</li> <li>– Attendance by Authority personnel at a minimum of 25 joint and other local policing fora, regionally spread.</li> </ul>
<b>7) Develop the Authority’s capacity to in the area of Human Rights</b>	<ul style="list-style-type: none"> <li>– Enhance the Authority’s capacity to monitor and assess Garda Síochána compliance with its human rights obligations across all areas of operation;</li> <li>– Finalise a Human Rights Framework for policing;</li> <li>– Engage a Human Rights Advisor/Expert;</li> <li>– Enhance the Authority’s understanding of privacy and data protection in the context of technological advances in policing;</li> <li>– Provide Human Rights training for Authority Members and staff.</li> </ul>

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8) <b>Oversee significant policing issues as they arise</b>	<ul style="list-style-type: none"> <li>– Track and evaluate progress by the Garda Síochána on the implementation of agreed actions across a range of areas of policing, to include but not limited to, child sexual abuse, roads policing, Youth Diversion Programme, homicide, public order policing, DNA samples and use of force;</li> <li>– Responses to any Ministerial requests and third party reports as they arise.</li> </ul>
9) <b>Gain a deeper understanding of Garda Síochána training and education</b>	<ul style="list-style-type: none"> <li>– Oversee the implementation of the Garda Síochána Learning and Development Strategy and proposals for changes in Garda recruit/probationer training programme;</li> <li>– Continue to present 3-weekly to Phase 3 trainees on the Garda Foundation Training Programme and to courses provided to newly promoted Garda Members and staff as capacity allows;</li> <li>– Assessment of the status of coverage of Garda driving training by 30 June 2020.</li> </ul>
10) <b>Review Garda Síochána Corporate Governance arrangements</b>	<ul style="list-style-type: none"> <li>– Monitor and assess the efficacy of the structures and arrangements within the Garda Síochána that oversee performance, identify and manage risk and inform good practice in the delivery of policing in accordance with the Authority’s statutory function to keep these matters under review, to include the Garda Audit Committee, Internal Audit, Professional Standards and Risk Management;</li> <li>– Oversee the implementation of the Garda Síochána Anti-corruption strategy.</li> </ul>
11) <b>Continue to gain an understanding of Garda Síochána resourcing, the manner in which resources are expended and the link with performance</b>	<ul style="list-style-type: none"> <li>– Participation in Joint Working Group on Garda Resources on a monthly basis to monitor the deployment and use of resources;</li> <li>– Evaluation of progress and reporting by the Garda Síochána on workforce planning, recruitment, civilianisation and redeployment of Garda Members to front-line policing;</li> <li>– Respond promptly to requests from the Garda Síochána to the Authority for increases in the numbers and grades of Garda staff and make appointments in accordance with statutory functions;</li> <li>– Provision of advice to the Minister on the adequacy of Garda Síochána Resources by 31 July 2020.</li> </ul>
12) <b>Integrate and consolidate the Authority’s research capacity</b>	<ul style="list-style-type: none"> <li>– Establish a Research Advisory Group;</li> <li>– 2020 Research Plan in place by 31 January 2020;</li> <li>– Commission and undertake research that supports the Authority’s work;</li> <li>– Manage and evaluate the bursary scheme on completion and publication of reports;</li> <li>– Continue process of academic engagement.</li> </ul>

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<b>13) Enhance external communication</b>	<ul style="list-style-type: none"> <li>– 2020 Communications Action Plan to set out how the Authority will communicate , provide information, promote awareness of policing and listen to stakeholders, approved by the Authority at its January 2020 meeting and fully implemented;</li> <li>– Hold at least five meetings with the Garda Commissioner in public;</li> <li>– Develop and hold 2 Public Conversation events on a range of policing matters;</li> <li>– Promote the work of the Authority at a national event in 2020 e.g. National Ploughing Championships;</li> <li>– Run an initiative to promote policing and oversight to inform young people.</li> </ul>
<b>14) Maintain and enhance the organisation’s governance and practice</b>	<ul style="list-style-type: none"> <li>– Authority in compliance with the Code of Practice for the Governance of State Bodies;</li> <li>– Authority’s Annual Report submitted to the Minister by 31 March 2020;</li> <li>– Develop and commence implementation of a corporate knowledge action plan;</li> <li>– Positive internal and external audit reports and implementation of agreed audit recommendations;</li> <li>– High performing organisation, supported by appropriate learning and development to build the capacity of the organisation, compliance with statutory and regulatory requirements and innovative solutions for delivery of effective oversight;</li> <li>– 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 during the Covid 19 crisis.</li> </ul>
<b>15) Gain an understanding of emerging areas in policing and crime</b>	<ul style="list-style-type: none"> <li>– Build an understanding of the issues to allow the Authority to engage meaningfully in oversight of emerging issues in policing and crime including technological advances in policing, economic crime.</li> </ul>
<b>16) Provide effective oversight of Covid 19 Policing</b>	<ul style="list-style-type: none"> <li>– Adapt the Authority’s focus in an agile manner to provide effective and timely oversight of enhanced Garda Síochána powers in the context of Covid 19;</li> <li>– Report to the Minister on the Authority’s oversight of Covid 19 policing;</li> <li>– Maintain close engagement with the Garda Commissioner and colleagues and provide advice and support as appropriate throughout the duration of Covid 19 restrictions.</li> </ul>