



2018 Corporate Priorities
Status at 31 December 2018

Priority	Performance Indicators	Lead Division	Actions	Position at Year end 2018	Update on Progress
1) Develop and agree the Authority's next three year strategy	<ul style="list-style-type: none"> Authority's Statement of Strategy for 2019 - 2021 submitted to the Minister by 31 December 2018 	Governance, Corporate Services & Appointments	<ul style="list-style-type: none"> Development, drafting and production of the Authority's 2019-21 Statement of Strategy Launch of the Strategy 	Achieved	The draft Strategy was considered by the Authority at its meeting on 13 December and a decision made to pause its finalisation until after the government decision on the implementation of the recommendations of the Commission on the Future of Policing in light of impact on Authority desired outcomes and activities. The final strategy was approved on 15 January and submitted to the Minister on 16 January 2019. It will be launched after it is laid before the Houses of the Oireachtas.
2) Complete the process of establishing the organisation's infrastructure to ensure that capacity exists to achieve the Authority's strategic objectives	<ul style="list-style-type: none"> Complete the development of a new website for the Authority and launch in Q3 2018 	Governance, Corporate Services & Appointments	<ul style="list-style-type: none"> Website Specification, Design, Development, Implementation and Go Live 	In progress - project carried forward to 2019 for completion	The website was being tested at year end 2018 and is expected to go live in February 2019 after finalisation of texting and bringing content up to date. The website went live on 6 March 2019.
	<ul style="list-style-type: none"> Authority in compliance with the Code of Practice for the Governance of State Bodies 	Governance, Corporate Services & Appointments	<ul style="list-style-type: none"> Ongoing review of compliance with the Code of Practice 	Achieved	Compliance with the Code is monitored through Internal Audit review and update as required of documentation and procedures
	<ul style="list-style-type: none"> Authority's Annual Report submitted to the Minister by 31 March 2018 	Governance, Corporate Services & Appointments	<ul style="list-style-type: none"> Preparation of the Authority's Annual Report 2017 Launch of Authority Annual Report 2017 	Achieved	The 2017 Annual Report was finalised in Q1 and submitted to the Minister on 29 March. The report has been laid before the Houses of the Oireachtas and published on the Authority's website.
	<ul style="list-style-type: none"> Continue to progress improvements in systems for managing documents and correspondence in line with roll out of new IT functionality by DJE. 	Governance, Corporate Services & Appointments	<ul style="list-style-type: none"> Development and implementation of a new Document Management System Development of document management policy 	In progress - project carried forward to 2019 for completion	A system was piloted in the Appointments Unit as an interim solution while a cross civil service document management solution is being put in place. A number of key outstanding issues remain to be resolved by Justice ICT in advance of a decision to roll out across the Authority.
	<ul style="list-style-type: none"> Complete transition to HR and payroll shared services during 2018 and engage fully with project to move to the new financial management shared services in 2019. 	Governance, Corporate Services & Appointments	<ul style="list-style-type: none"> Project manage and implement transition of HR, payroll and expenses processing to shared services Project manage and make preparations for implementation of FMSS shared services 	Achieved	The transition to HR and Payroll shared services was completed in March 2018. The preparations for the transition to a new Financial Management Shared Services is an ongoing project throughout 2018 with an expected 2020 implementation date.
	<ul style="list-style-type: none"> Positive internal and external audit reports and implementation of agreed audit recommendations 	Governance, Corporate Services & Appointments	<ul style="list-style-type: none"> Ensure compliance with an adequate system of internal controls Co-operation with internal and external auditors. 	Achieved	Review of internal controls carried out in January with no significant adverse findings. Internal controls under ongoing review. Review of procurement and purchase to pay and complaints process have been completed. Review of risk management is complete and the final report is awaited and a review of Data protection has been completed and a draft report awaited. The C&AG audit of the Appropriation Account has been completed and a clear audit report received.
	<ul style="list-style-type: none"> Risk management process further embedded and operating effectively 	Governance, Corporate Services & Appointments	<ul style="list-style-type: none"> Ongoing review of risk management processes and maintenance of up to date risk register 	Achieved	A comprehensive risk management policy has been developed, approved by the Audit and Risk Committee (ARC) and the Authority. A revised Risk Register was prepared in July and approved by the ARC and the Authority in September. Risk continues to be on the agenda for all staff, management and Authority meetings and the risk register is updated in line with these discussions as appropriate.

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	<ul style="list-style-type: none"> Completion by 30 April 2018 of procurement process in cooperation with the OGP to source and put arrangements in place with a preferred service provider to undertake examination or review work for the Authority 	Governance, Corporate Services & Appointments	<ul style="list-style-type: none"> Hold procurement process to engage a preferred supplier in association with OGP to undertake review work as required 	In progress - carried forward to 2019 for completion	The specification for this procurement has been prepared and sanction has been sought.	
	<ul style="list-style-type: none"> Compliance with obligations under the General Data Protection Regulations by 25 May 2018 	Governance, Corporate Services & Appointments	<ul style="list-style-type: none"> Prepare plan for and implement actions to ensure GDPR compliance 	Achieved	The GDPR implementation plan was substantially implemented by the deadline of 25 May. Work is continuing to operationalise processes on an ongoing basis.	
3)	Enhance external communication	<ul style="list-style-type: none"> 2018 Communications Action Plan to set out how the Authority will communicate with, provide information, promote awareness of policing and listen to stakeholders approved by the Authority at its February 2018 meeting 	Policing Strategy and Performance	<ul style="list-style-type: none"> Development and approval of the 2018 Communications Action Plan 	Achieved	The Communications Action plan was approved by the Authority in February.
		<ul style="list-style-type: none"> Implementation of the 2018 Communications Action Plan 	Policing Strategy and Performance	<ul style="list-style-type: none"> Implementation of the 2018 Communications Action Plan Respond to press queries 	Achieved	The Communications Action Plan is being implemented and press queries are dealt with on an ongoing basis.
		<ul style="list-style-type: none"> Hold five meetings with the Garda Commissioner in public 	Governance, Corporate Services & Appointments	<ul style="list-style-type: none"> Manage the Communications for the Authority meetings in public Manage the facilities and logistics for the meetings of the Authority in public Provide papers and questions for the Children / Youth Diversion themed meeting of the Authority Provide papers and questions for the Diversity themed meeting of the Authority Provide papers and questions for the Suspects / Detention themed meeting of the Authority 	Achieved	A total of 5 meetings have been held with the Commissioner in public and live streamed in February, April June, September and November. In addition a public event to discuss the Garda Síochána Culture audit was held and live streamed in May 2018.
		<ul style="list-style-type: none"> Build and enhance the relationship between the Authority and the Irish Human Rights and Equality Commission 	Governance, Corporate Services & Appointments	<ul style="list-style-type: none"> Establish periodic liaison meetings with IHREC 	Achieved	Meeting held with IHREC and presentation to staff on public sector duty arranged.
4)	System for Appointments in the Garda Síochána	<ul style="list-style-type: none"> Nomination of a person to the Government for appointment as Garda Commissioner 	Governance, Corporate Services & Appointments	<ul style="list-style-type: none"> Make preparations for and liaise with PAS and DJE in relation to competitions for Garda Commissioner and Deputy Garda Commissioner 	Achieved	The Government has appointed the new Garda Commissioner on foot of the Authority's nomination. The Authority was not requested to nominate a candidate for Deputy Commissioner in 2018.
		<ul style="list-style-type: none"> Undertake selection competitions for Assistant Commissioner (if required), Chief Superintendent and Superintendent 	Governance, Corporate Services & Appointments	<ul style="list-style-type: none"> Make preparations for and undertake Chief Superintendent Competition Make preparations for and undertake Superintendent Competition Preparation for (and undertake if required) Assistant Commissioner competition Complete review of competition and appointment processes and update as required 	Achieved	A Superintendent competition was completed and a panel of 30 candidates established in July 2018. A Chief Superintendent competition was completed and a panel of 13 candidates established in November 2018. There was no requirement for an Assistant Commissioner competition in 2018, however preparations for the procurement of assessment services have commenced in advance of a 2019 competition if required. Review of 2017 competitions completed.

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	<ul style="list-style-type: none"> Respond promptly to requests to the Authority for increases in the numbers and grades of civilian staff in the Garda Síochána 	Governance, Corporate Services & Appointments	<ul style="list-style-type: none"> Administer and assess business cases for approval of Garda civilian staff and recommend for approval as appropriate 	Achieved	GS paused work on business cases while they were conducting a prioritisation exercise and only a small number of requests were received in late 2018. All business cases received by the Authority have been progressed to the extent possible and queries raised and followed up. There are a number of cases pending where responses to outstanding queries are awaited from the GS.	
	<ul style="list-style-type: none"> Work with the Garda Síochána to streamline requests for new civilian staff and measure turnaround time for fully completed business cases to establish a clear target for baseline performance targets 	Governance, Corporate Services & Appointments	<ul style="list-style-type: none"> Establish and monitor metrics around turnaround time for business cases Devise and implement performance improvement measures to ensure that business cases from the GS are complete and facilitate efficient recommendation for approval 	Achieved	A new business case template to streamline the process was agreed, however, actions to resolve difficulties and streamline the process have been hampered by delays in Garda processes and it was therefore not possible to establish meaningful metrics. The GS has received a large number of business cases from individual units and is now prioritising cases for submission for Authority approval.	
5)	Support to the Commission on the Future of Policing	<ul style="list-style-type: none"> Submission to Commission on the Future of Policing by 31 January 2018 Response to requests for information or comment on draft report(s) from the Commission in an appropriately timely manner 	<ul style="list-style-type: none"> Chief Executive Chief Executive 	<ul style="list-style-type: none"> Preparation of the Submission for Authority approval Liaise with the Commission on an ongoing basis 	<ul style="list-style-type: none"> Achieved Achieved 	<ul style="list-style-type: none"> Submission completed, provided to Commission and published. There was ongoing liaison between the Chief Executive and the Commission Secretariat for the year up to the completion of the Commission's work and publication of their report in September 2018. A submission to the Department of Justice and Equality on the report was made in October 2018.
6)	Develop the Authority's Research capacity	<ul style="list-style-type: none"> 2018 Research Strategy and Plan developed by 31 January 2018, to support Authority members through themed meetings and for ongoing oversight work Implementation of approved 2018 Research Action Plan Development of a bursary scheme for external research projects by 30 June 2018 	<ul style="list-style-type: none"> Legal, Policy and Research Legal, Policy and Research Legal, Policy and Research 	<ul style="list-style-type: none"> Development and approval of 2018 Research Action Plan Build research capacity Establish dedicated library space (end February) Identify opportunity for outsourcing (end April) and manage delivery (end 2018) Deliver research outputs Information regarding court outcomes as proxy indicators (end September) Develop Bursary Scheme - Policy and Guidelines 	<ul style="list-style-type: none"> Achieved In progress - project carried forward to 2019 for completion Achieved 	<ul style="list-style-type: none"> Strategy and plan approved by the Authority. Research capacity was further expanded during the year and a dedicated library service put in place. A number of research initiatives were planned and commenced in 2018 which will be undertaken in 2019. Sanction for bursary received, and policy and guidelines developed. The scheme to be advertised and implemented in 2019.
7)	Monitoring and assessment of Garda Síochána policing	<ul style="list-style-type: none"> Monthly evaluation of the 2018 Policing Plan by the Executive Production of a half year report and annual report on GS performance against the policing plan Determination of the format for the Garda Commissioner's annual report by 28 February 2018 	<ul style="list-style-type: none"> Policing Strategy and Performance Policing Strategy and Performance Policing Strategy and Performance 	<ul style="list-style-type: none"> Monthly and quarterly analysis and reporting of GS data Project plan for Policing Plan reports Production of Policing Plan reports Revised format for the Garda Síochána Annual Report 	<ul style="list-style-type: none"> Achieved Achieved Achieved 	<ul style="list-style-type: none"> Information is being received each month for the Garda Síochána and analysed. Mid-year report was published in August 2018. A second report covering the period July to December 2018 will be published in early 2019. The Authority conveyed its requirements for the format of the report and conveyed its disappointment to the Minister that not all of these requirements were met in the final report submitted.

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	<ul style="list-style-type: none"> Policing Priorities for 2019 submitted to the Minister by end September following a public consultation process 	Policing Strategy and Performance	<ul style="list-style-type: none"> Public Consultation Submission of priorities 	In progress - carried forward to 2019 for completion	Draft priorities were prepared and JPC and public consultations were undertaken. The Authority considered the draft priorities in September, however formal consultation with the Commissioner and the Department was delayed to allow the new Commissioner time to undertake a strategic planning process. The 2019 Policing Priorities were finalised and submitted to the Minister for approval on 6 March 2019.
	<ul style="list-style-type: none"> 2019 annual Garda Síochána Policing Plan approved 	Policing Strategy and Performance	<ul style="list-style-type: none"> Policing Plan workshop 	In progress - carried forward to 2019 for completion	It is proposed to extend the deadlines for the Policing Plan in line with an extension of the 2018 Policing Plan to end March 2109.
	<ul style="list-style-type: none"> 2019 -2021 Strategy Statement of the Garda Síochána approved 	Policing Strategy and Performance	<ul style="list-style-type: none"> Approval of the Garda Síochána 2019-21 Strategy Statement 	In progress - carried forward to 2019 for completion	Agreed with the Department to extend the current Garda Síochána Strategy Statement to end March 2019.
	<ul style="list-style-type: none"> Enhance the performance framework through the expansion of the range of proxy measures of policing performance available to and used by the Authority, including relevant international policing benchmarks 	Legal, Policy and Research	<ul style="list-style-type: none"> Ongoing review and implementation of the performance framework 	In progress - carried forward to 2019 for completion	A project team is in place to develop an enhanced performance framework and work will continue in 2019.
	<ul style="list-style-type: none"> Assess Garda Síochána progress to embed the Code of Ethics throughout the organisation 	Legal, Policy and Research	<ul style="list-style-type: none"> Assess Garda Síochána process to embed the Code of Ethics throughout the organisation 	Achieved	Progress in embedding the Code of Ethics was monitored throughout 2018 by the Code of Ethics Committee and this work will continue under the auspices for the Organisational Development Committee in 2019.
	<ul style="list-style-type: none"> Review of Professional Standards reports and reports received from the Garda Audit Committee to identify risk indicators and themes for Authority oversight 	Legal, Policy and Research	<ul style="list-style-type: none"> Ongoing review of PSU and Internal Audit Reports 	Achieved	A review of the reports received was undertaken.
	<ul style="list-style-type: none"> Attendance at 6 regional PAF meetings and 10 divisional PAF meetings 	Policing Strategy and Performance	<ul style="list-style-type: none"> Development of a visit plan for staff and Authority members 	Achieved	To date six Regional, six Divisional and two District PAF meetings have been attended.
8) Monitoring the Modernisation and Reform of the Garda Síochána	<ul style="list-style-type: none"> Monthly evaluation of the implementation by the Garda Síochána of its Modernisation and Renewal Programme (MRP) and timely submission of three progress reports to the Minister on the matter 	Policing Strategy and Performance	<ul style="list-style-type: none"> Monthly analysis and reporting on MRP programme Project plan for CPI reports 3 Quarterly reports to Minister on CPI 	Achieved	Two reports were completed and submitted to the Minister during 2018 and a final report prepared for approval and submission in January 2019.
	<ul style="list-style-type: none"> Assessment of the implementation by the Garda Síochána of the Inspectorate's 2014 report on Crime Investigation with provision of an update to the Authority by 30 June 2018 	Policing Strategy and Performance	<ul style="list-style-type: none"> Implementation of the Crime Investigation Report 	In progress - project carried forward to 2019	A meeting between GS, GSI and PA staff was held in September 2018. A further meeting to be arranged to review to Garda progress map line-by-line.
	<ul style="list-style-type: none"> Ongoing evaluation of progress and reporting by the Garda Síochána on work force planning, recruitment, assignment of civilians and appropriate redeployment of Garda Members to front-line policing 	Governance, Corporate Services & Appointments	<ul style="list-style-type: none"> Oversee workforce planning and implementation of civilianisation, reassignment of Gardaí and recruitment of civilians through regular multi agency meetings 	Achieved	The GS submitted an updated interim version of the Workforce Plan in June 2018 but this continues to be a work in progress. A target of 250 redeployments to frontline policing has been achieved by the GS. While the GS did not achieve the objective of completing their workforce plan, the Authority oversaw their work in this regard throughout the year including by convening meetings of the multi agency group to oversee preparation of the GS workforce plan, civilian recruitment and reassignment of Garda to the front line.

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	<ul style="list-style-type: none"> Oversee the GS review of policies and procedures in place in the Garda Síochána to deal with protected disclosures 	Legal, Policy and Research	<ul style="list-style-type: none"> Oversight of the protected disclosures review 	Not achieved due to factors outside PA control - c/f to 2019	The GS was awaiting the Charlton Commission report before finalising its report of the review of Garda protected disclosures. The PA wrote by email on 15 October 2018 to Garda Executive Director-Legal seeking confirmation of a date for submission to the PA of the final report and will continue to monitor this in 2019.	
	<ul style="list-style-type: none"> Oversee the actions taken by the Garda Síochána as a result of the 2017 Culture Audit Survey 	Policing Strategy and Performance	<ul style="list-style-type: none"> Oversight of the response to the Culture Audit 	Achieved	Live streamed event held in May 2018 to discuss Culture Audit report with key stakeholders and culture discussed with the Commissioner in November.	
	<ul style="list-style-type: none"> Continue to meet with the Garda Inspectorate, to ensure the review of the dispersement of Garda Síochána resources, is consistent with agreed terms of reference and the Authority is kept apprised of progress. 	Policing Strategy and Performance	<ul style="list-style-type: none"> Liaison with the Garda Inspectorate in relation to progress on the review 	Achieved	The final report was received from the Garda Inspectorate in December 2018 and submitted to the Minister. The report was published on 21 December 2018.	
9)	Responses to any Ministerial requests and 3rd party reports, as they arise	<ul style="list-style-type: none"> Quarterly evaluation of progress by the Garda Síochána on implementation of the recommendations arising from the work done in 2017 on MIT / FCN by Crowe Horwath 	Policing Strategy and Performance	<ul style="list-style-type: none"> Development and implementation of an evaluation mechanism for the response to the MIT/FCN report 	Not achieved due to factors outside PA control - c/f to 2019	The revised action plan and timelines were received from the GS later in the year than had been expected. Monitoring of progress will continue in 2019
	<ul style="list-style-type: none"> Conclude the Authority's evaluation of progress by the Garda Síochána on implementation of the recommendations arising from the GS Internal Audit reports on financial procedures in the Garda College 	Legal, Policy and Research	<ul style="list-style-type: none"> Implementation of Templemore Internal Audit recommendations 	Achieved	Final report to the Minister in July 2018. Ongoing monitoring of some follow-up items, including the progress on close-out of the transfer of lands, which is being led by OPW, to continue as part of ongoing oversight.	
	<ul style="list-style-type: none"> Conclude the Authority's evaluation of progress by the Garda Síochána on the implementation of recommendations arising from the Fennelly Commission 	Legal, Policy and Research	<ul style="list-style-type: none"> Implementation of Fennelly Commission recommendations 	Achieved	Final report to the Minister in July 2018. Further ongoing monitoring of two follow-up items undertaken.	
10)	Gaining a deeper understanding of Garda Síochána training and education	<ul style="list-style-type: none"> Continue to present monthly to Phase 3 trainees on the Garda Foundation Training Programme 	Policing Strategy and Performance	<ul style="list-style-type: none"> Make arrangements for presentations to Phase 3 Garda recruits and coordinate the training schedule 	Achieved	Presentation provided to all groups in year.
	<ul style="list-style-type: none"> Explore with the Garda College presenting to GS promotional training courses / CPD 	Policing Strategy and Performance	<ul style="list-style-type: none"> Explore with the Garda College presenting to GS promotional training courses / CPD 	Achieved	Arrangements made for Authority to make a presentation to Sergeant promotion course at Westmondstown and this was completed	
	<ul style="list-style-type: none"> Assessment of the status of coverage of Garda driving training by 30 September 2018 	Legal, Policy and Research	<ul style="list-style-type: none"> Assessment of Garda driving training 	Achieved	Information paper and discussion concerning GS Driver training at the Authority September 2018 meeting.	
	<ul style="list-style-type: none"> Examine the Garda Síochána approach to continuing professional development of Garda members and civilian staff. 	Legal, Policy and Research	<ul style="list-style-type: none"> Examination of Garda / Civilian CPD 	Achieved	This was addressed in the context of the PA submission to the CFP January 2018 and the PA 5th report on the CPI in July 2018	
11)	Gaining a deeper understanding of Garda Síochána Corporate Governance arrangements	<ul style="list-style-type: none"> Follow up matters arising from the Corporate Governance review ongoing at the end of 2017 	Chief Executive	<ul style="list-style-type: none"> Corporate Governance review follow up 	Achieved	The output from this review - a discussion document - has been received and has been shared with the Garda Commissioner and other key stakeholders (DJE, CFP, GSOC, GI)
	<ul style="list-style-type: none"> Examination by 30 September of the Garda Síochána process for internal discipline. 	Legal, Policy and Research	<ul style="list-style-type: none"> Examination of the Garda discipline process 	Achieved	The action to undertake an examination of disciplinary processes was deferred earlier in the year in light of work being done by the CFP. An information paper was prepared for Authority for the October meeting.	

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12) Increased JPC Engagement	<ul style="list-style-type: none"> Annual meeting of Chairpersons of JPCs held 	Policing Strategy and Performance	<ul style="list-style-type: none"> Plan and manage the annual meeting of JPC Chairpersons 	Achieved	Annual meeting of JPC Chairs held in July 2018.
	<ul style="list-style-type: none"> Attendance by Authority personnel at a minimum of 20 JPC meetings, regionally spread 	Policing Strategy and Performance	<ul style="list-style-type: none"> Co-ordinate and manage JPC visits Prepare visit guidelines and templates for Authority staff 	Achieved	20 JPC meetings have been attended during the year.
	<ul style="list-style-type: none"> Consideration of the role of JPC's and the status of the JPC guidelines and provide an update to the Authority at its February 2018 meeting 	Policing Strategy and Performance	<ul style="list-style-type: none"> Review and Report on JPC Role and Guidelines 	Not achieved due to factors outside PA control - c/f to 2019	Due to the work being undertaken by the CFP on this topic a decision on the guidelines has been deferred to 2019.
13) Gaining a deeper understanding of Garda Síochána resourcing, the manner in which resources are expended and the link with performance	<ul style="list-style-type: none"> Participation in Reform and Resources Group on a quarterly basis 	Governance, Corporate Services & Appointments	<ul style="list-style-type: none"> Participation in Quarterly meetings of multi-agency Reform & Resources Group Review and report on oversight arrangements for Garda Síochána resources 	Achieved	A new Working Group on Garda Resources was established and meets monthly. Group comprised of GS, Authority, DJE, DPER and Department of the Taoiseach.
	<ul style="list-style-type: none"> Analysis of the Garda Síochána Vote for January 2018 Authority meeting, following which a number of specific reviews will be identified to undertake during 2018 	Governance, Corporate Services & Appointments	<ul style="list-style-type: none"> Briefing paper on the Garda Vote Quantification of Garda Resources- Proposal for areas for review Review and Report on Garda Síochána Financial Governance Review and Report on Garda Síochána Overtime 	Achieved	The following review areas agreed by Authority were not undertaken due to work being undertaken by other bodies: <ul style="list-style-type: none"> Overtime - DPER and C&AG reviews; Financial governance - GS has issued a tender for a review
	<ul style="list-style-type: none"> Provision of advice to the Minister on the adequacy of Garda Síochána Resources by 31 July 2018 	Governance, Corporate Services & Appointments	<ul style="list-style-type: none"> Provide advice to the Minister on adequacy of Garda Síochána resources in advance of 2019 Estimates process 	Achieved	Advice provided in July 2018
	<ul style="list-style-type: none"> Analysis of the 2019 Estimates for Authority information by December 2018 	Governance, Corporate Services & Appointments	<ul style="list-style-type: none"> Briefing paper on the 2019 Estimates for the Garda Síochána 	In progress - carried forward to 2019 for completion	A paper is being prepared to provide a review of 2018 expenditure in conjunction with the details of the 2019 Estimate for the Garda Síochána