AN TÚDARÁS PÓILÍNEACHTA
POLICING AUTHORITY

Priority	Performance Indicators[1]
1) **Monitor and assess the Implementation of the Authority's Statement of Strategy**	− Quarterly reporting to the Authority on the achievement of the strategic objectives as reflected in the annual corporate priorities
2) **Maintain and enhance the organisation's governance and practice**	− Authority in compliance with the Code of Practice for the Governance of State Bodies − Authority's Annual Report submitted to the Minister by 31 March 2019 − Continue to progress improvements in systems for managing documents and correspondence in line with roll out of new IT functionality by DJE − Manage the implementation of financial shared services − Positive internal and external audit reports and implementation of agreed audit recommendations − Risk management process operating effectively
3) **Enhance external communication**	− 2019 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 February 2019 meeting and fully implemented − Hold at least five meetings with the Garda Commissioner in public − Develop and hold 2 Public Conversation events on a range of policing matters − Run a communications initiative directed at young people
4) **System for Appointments in the Garda Síochána**	− Undertake as required, selection competitions for Assistant Commissioner, Chief Superintendent and Superintendent − Continue to evolve the selection process in line with best practice − Respond promptly to requests from the Garda Síochána to the Authority for increases in the numbers and grades of civilian staff in the Garda Síochána − Provide input to the process of review of the Promotion Regulations, Garda recruitment and the Garda Reserve Strategy
5) **Integrate and consolidate the Authority's research capacity**	− 2019 Research Strategy and Plan developed by 31 January 2019 − Implementation of approved 2019 Research Action Plan − Broaden the range of research activities used to produce material that supports the Authority's work − Advertise by 28 February 2019 and manage the Authority's Bursary Scheme for external research projects − Event held with key third level institutions working in areas relevant to the Authority's role − Establish Research Intern Programme

[1] While all indicators are assumed to have a completion time of 31 December 2019 unless explicitly stated, the Executive's underlying work-plan will have more detailed timelines with milestone reporting to the CEO.

Priority	Performance Indicators[1]
6) **Broaden and deepen the range of policing performance measures**	− Enhance the performance framework through the development of relevant performance measures, with reference to international best practice − Develop the Authority's understanding of 'standards setting' for policing in Ireland in conjunction with the Garda Inspectorate and other bodies − Conduct a survey of District Court Judges − Expand the programme of engagement with stakeholder groups − Undertake research to better understand victims experiences of the Garda Síochána − Assess and encourage the development of the Garda Síochána's capacity to produce a costed annual policing plan
7) **Monitoring and assessment of Garda Síochána policing performance**	− Monthly evaluation of the 2019 Policing Plan by the Executive supported by site visits designed to evidence the achievement of the Plan, to include proposing a number of visits undertaken jointly with the Garda Inspectorate − Production of a half year and full year report on GS performance against the policing plan − Determination of the format for the Garda Commissioner's annual report by 28 February 2019 − Policing Priorities for 2020 submitted to the Minister by end September 2019 − 2019 -2021 Strategy Statement of the Garda Síochána approved − 2019 Annual Garda Síochána Policing Plan approved and submitted to the Minister by 31 March 2019 − 2020 Policing Plan approved and submitted to the Minister by end December 2019 − Attendance at 6 regional PAF meetings and 10 divisional PAF meetings
8) **Monitoring the Modernisation and Reform of the Garda Síochána**	− Monthly evaluation and periodic reporting on the implementation of change within by the Garda Síochána, with particular reference to the Authority's six priority areas of: Composition and Structure of the Workforce, Garda Resource Deployment, Supervision, Data Quality, Victims and Culture − Assess the Garda Síochána response to and the progress made in dealing with the issues arising from the Culture Audit and the progress made in embedding of the Code of Ethics throughout the organisation − Assessment (in conjunction with the Garda Inspectorate) of the implementation by the Garda Síochána of the Inspectorate's 2014 report on Crime Investigation with provision of a report to the Authority by 30 June 2018 − 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 − Continue to oversee the GS review of policies and procedures in place in the Garda Síochána to deal with protected disclosures
9) **Deepen the engagement with local joint policing structures**	− Plan in place by end February 2019 setting out the nature and depth of the Authority's engagement with Joint Policing Committees (JPCs) and Public Participation Networks (PPNs) in 2019 − Annual meeting of Chairpersons of JPCs held by 30 September 2019 − 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 2019

Priority	Performance Indicators[1]
	− Attendance by Authority personnel at a minimum of 20 JPC meetings and 5 PPNs, regionally spread
10) **Develop the Authority's capacity to in the area of Human Rights**	− Enhance the organisation's capacity to monitor and assess the Garda Síochána's compliance with its human rights obligations across all areas of operation − Engage a Human Rights Advisor/Expert − Promote awareness of, and report on the Authority's obligations under Section 42 Irish Human Rights and Equality Act 2014
11) **Deepen the Authority's understanding of the existence of interagency working involving the Garda Síochána**	− Examine the Joint Agency Response to Crime (JARC) as an example of interagency working to facilitate learning as to how oversight of interagency working might work
12) **Oversight of significant policing issues as they arise**	− Evaluation of 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 and Homicide − Consider the Garda Inspectorate examination of public order policing by the Garda Síochána and take any appropriate follow up action − Responses to any Ministerial requests and third party reports as they arise
13) **Gain a deeper understanding of Garda Síochána training and education**	− Oversee the implementation of the Garda Síochána Training Strategy − Continue to present monthly to Phase 3 trainees on the Garda Foundation Training Programme and to courses provided to newly promoted Members of staff as capacity allows − Assessment of the status of coverage of Garda driving training by 30 June 2019
14) **Review Garda Síochána Corporate Governance arrangements**	− Monitor and assess the efficacy of the structures and arrangements within the Garda Síochána that oversee performance, identify risk and inform good practice in the delivery of policing, to include the PAF Process, PALF, Internal Audit, Risk Management, Professional Standards and Anti-corruption − Monitor and assess the implementation of the Rosters and Duty Management System − Participate in the process to review the Disciplinary Regulations
15) **Continue to gain an understanding of Garda Síochána resourcing, the manner in which resources are expended and the link with performance**	− Participation in Working Group on Garda Resources on a monthly basis − Provision of advice to the Minister on the adequacy of Garda Síochána Resources by 31 July 2018
16) **Contribute to the Government programme on policing reform**	− Establish Authority structures and capacity to contribute to the programme on policing reform in Quarter 1 2019 − Advise the Minister and Implementation Group as appropriate as the details of the Government decision are developed − Consider a review of the Code of Ethics for the Garda Síochána in the context of legislative proposals for Garda oversight − Advance proposals for change on an administrative basis where practicable