



AN TÚDARÁS PÓILÍNEACHTA
POLICING AUTHORITY

Strategy Statement: 2016 - 2018

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Foreword by the Chairperson

1. Introduction

The Policing Authority (‘Authority’) is an independent statutory body, formally established on 1 January 2016, to oversee the performance of the Garda Síochána in relation to policing services in Ireland. The Authority will promote public trust and confidence in policing and help shape policing services to meet the challenges of a modern Ireland. It will have responsibilities in relation to the appointment and removal of senior members of the Garda Síochána and it will also provide advice to the Minister on policing. The Garda Síochána Act 2005, as amended provides the statutory underpinning for this Strategy Statement. The purpose of this Strategy Statement is to outline the desired outcomes from the work of the Policing Authority over the period from 1 July 2016 to 31 December 2018. The deadline for the performance indicators outlined in this Statement is 31 December 2018 unless explicitly stated otherwise.

Once approved, this Statement will be further supported by annual plans with specific and detailed performance measures. A periodic review of the Strategy Statement will be carried out by the Authority to oversee its implementation and to assess its effectiveness as often as necessary, but at least annually.

2. Vision, Mission and Values

Our Vision is of a society served by a professional, impartial, constantly improving police organisation which deserves and enjoys the trust and support of the people

Our Mission is to drive excellent policing through valued and effective oversight and governance.

Our Values:	
<ul style="list-style-type: none">• Acting in the public interest	<ul style="list-style-type: none">• Courage
<ul style="list-style-type: none">• Listening	<ul style="list-style-type: none">• Transparency
<ul style="list-style-type: none">• Integrity	<ul style="list-style-type: none">• Fairness
<ul style="list-style-type: none">• Independence	<ul style="list-style-type: none">• Respect

3. Outcomes, Objectives, actions and performance indicators

3.1. Desired outcome - continuous improvement of policing in Ireland and public resources being used by the Garda Síochána in an efficient and effective way

Objectives	Actions	Performance Indicators
<p>An implemented effective performance measurement and accountability framework for the Garda Síochána</p>	<ul style="list-style-type: none"> - Review and approve the Garda Síochána Strategy Statement for 2016-2018; - Set policing priorities annually following a public consultation process; - Approve annual Garda Síochána policing plans; - Keep under review the implementation by the Garda Síochána of a performance measurement and accountability framework for all staff in the organisation and the adequacy of the framework; and - Keep under review the development by the Garda Síochána of a comprehensive work-force planning and deployment strategy and its adequacy so as to ensure the most beneficial, effective and efficient use of resources. 	<ul style="list-style-type: none"> - Approved Garda Síochána Strategy Statement for 2016-2018 by 30 June 2016; - Policing priorities communicated to the Garda Commissioner and published annually; - Approved policing plans by 30 November each year; - Implemented Garda Síochána performance measurement and accountability framework, which is evidenced and overseen at monthly meetings with the Authority; - Improvement in the public attitudes survey in key areas, such as for example: <ul style="list-style-type: none"> o Overall trust in the Garda Síochána; o Positive attitude from victims of crimes o Garda Síochána perceived as helpful, community focused, modern and progressive; o Garda Síochána effectiveness in tackling crime; and o Garda Síochána being well managed.

Objectives	Actions	Performance Indicators
Modernisation and systematic improvement of the Garda Síochána	<ul style="list-style-type: none"> - Monitor and assess the measures taken by the Garda Síochána in relation to third party recommendations, including Garda Inspectorate recommendations and Commissions of Investigation recommendations; - Monitor the implementation of the Garda modernisation and renewal programme and assess the measures taken; - Establish a system for conducting independent public surveys to monitor trends and patterns of complaints against the Garda Síochána; and - Establish effective relationships with other oversight bodies such as the Garda Síochána Oversight Commission and the Garda Inspectorate. 	<ul style="list-style-type: none"> - Improved resource allocation of the Garda Síochána informed amongst other thing by strategy & priorities; - Evidence of improved implementation of recommendations from Garda Síochána Inspectorate and other third parties; and - Evidence of good working relationships with GSOC and GI.

3.2. Desired outcome - A culture of high performance and strong ethical values throughout the Garda Síochána

Objectives	Actions	Performance Indicators
Establish a Code of Ethics that includes (a) standards of conduct and practice for members; and (b) provisions to encourage	<ul style="list-style-type: none"> - Develop the Code of Ethics through; <ul style="list-style-type: none"> o consultation with the public and key stakeholders; o Research of best practice in other 	<ul style="list-style-type: none"> - Garda Síochána Code of Ethics established and published by 31 December 2016; - An implemented Garda Síochána Code of Ethics the embedding of which by the Garda Commissioner is

Objectives	Actions	Performance Indicators
and facilitate the reporting by members and Garda staff of wrongdoing in the Garda Síochána	<p>jurisdictions; and</p> <ul style="list-style-type: none"> – Oversee and quality assure the steps taken by the Garda Commissioner to embed the Code of Ethics and to support the reporting of wrongdoing in the organisation. 	<p>evidenced and overseen at Authority meetings; and</p> <ul style="list-style-type: none"> – An effective Protected Disclosure Policy in place in the Garda Síochána.
Well established, fully operational appointments system for all staff of the Garda Síochána that come within the Authority’s appointment remit	<ul style="list-style-type: none"> – Develop an effective and respected appointments system in cooperation with the Garda Síochána; – Establishment of a system for conducting independent research to monitor trends and patterns of recruitment including patterns of representation across members and staff. 	<ul style="list-style-type: none"> – Timely appointments; – System compliant with CPSA standards; and – System considered as fair and impartial both internally in the Garda Síochána and by the public.

3.3. Desired outcome - Strong public awareness and engagement regarding policing matters

Objectives	Actions	Performance Indicators
Have effective working relationships with key stakeholders	<ul style="list-style-type: none"> – Develop and implement a communication strategy; and – Actively develop networks with and listen openly to key stakeholders. 	<ul style="list-style-type: none"> – Communication strategy in place and implemented; and – Evidence of positive feedback from key stakeholders.
Communities engage actively with the Garda	<ul style="list-style-type: none"> – Contribute to the reviews and examinations of the role, empowerment and resourcing of JPCs 	<ul style="list-style-type: none"> – Each community having access to a Joint Policing Committee which operates in accordance with Policing

Objectives	Actions	Performance Indicators
<p>Síochána through the Joint Policing Committees in a way that facilitates crime prevention and improved safety and quality of life for citizens.</p>	<p>provided for in the programme for Partnership Government;</p> <ul style="list-style-type: none"> - Issuance of Guidelines concerning joint policing committees as required; - Convene meetings with JPC chairpersons and other members as appropriate to support the performance of their functions; and to provide community input for the Authority’s work. 	<p>Authority guidelines; and</p> <ul style="list-style-type: none"> - Active community engagement by the Garda Síochána through the Joint Policing Committees, evidenced and overseen at Authority meetings.
<p>Improve public awareness of policing matters; and</p>	<ul style="list-style-type: none"> - Arrange public meetings and events as relevant; - Engage with the Garda Síochána in relation to their communication with the public; - Maximise use of the Authority’s website and social media to provide information about the work of the Authority and to promote public awareness of policing in Ireland; - Undertake, commission or assist in research projects (including by way of public consultation) in relation to policing services; and - Promote improvement in standards and facilitate access to accurate information, and public understanding about policing through Authority meetings, public statements and reports and interaction with the public. 	<ul style="list-style-type: none"> - Improvement in public knowledge of key information initiatives assessed for example by: <ul style="list-style-type: none"> o public survey o increased hits on the Authority website in relation to key information campaigns; o reach of public meetings, measured by numbers attending, access to live streaming, social media mentions; and o Level of responses provided to any public consultations.

3.4. Desired outcome - The Authority being a high performance, innovative, responsive and respected organisation

Objectives	Actions	Performance Indicators
<p>Be an effective organisation with a culture of high performance.</p>	<ul style="list-style-type: none"> - Develop the organisational structure to match and support the Authority’s strategies; - Attract and recruit talented and motivated people; - Develop staff through a comprehensive performance management and learning and development system; - Develop and implement systems for: <ul style="list-style-type: none"> o Corporate Governance; o Risk management; o Procurement; o Financial management; o Customer Services; and o Stakeholder engagement; - Establish a routine independent review of board effectiveness; and - Ensure that the internal auditors perform annual reviews on a rolling basis of aspects of the organisation’s effectiveness. 	<ul style="list-style-type: none"> - Authority strategies and annual work plans successfully implemented; - Positive internal and external audit reports; - Evidence of effective staff target setting and performance appraisal for all employees; - Evidence of continuous competency development; - Ten Authority meetings held per annum; - Minimum of four Authority Meetings held annually in public; - Meeting attendance rate by authority member; - Attendance rate of public at meetings; - Results of formal board effectiveness reviews; - Appropriate staff retention and appropriate mix of staff recruited; - Evidence of a proactively managed risk register with effective risk identification and mitigation; and - Evidence of engagement with marginalised / hard to reach stakeholder groups.

Objectives	Actions	Performance Indicators
<p>Provide appropriate and timely Reports to the Minister and advice on policing matters.</p>	<ul style="list-style-type: none"> - Submit the Authority’s Statement of Strategy and Annual Reports to the Minister for Justice and Equality in a timely manner - Submit a Report in accordance with Section 62 (O) (2) - Respond promptly and effectively to requests for advice received from the Minister; and - Contribute to the implementation of the Programme for Partnership Government as required. 	<ul style="list-style-type: none"> - Reports submitted; and - Provision of high quality respected advice in a timely manner.