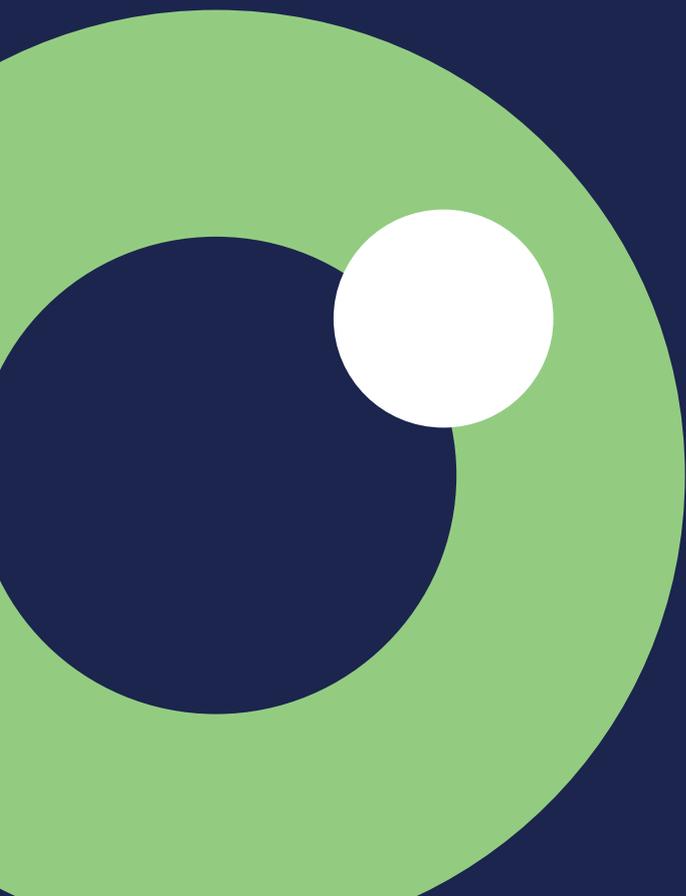




AN TÚDARÁS PÓILÍNEACHTA
POLICING AUTHORITY

Statement of Strategy

2016-18



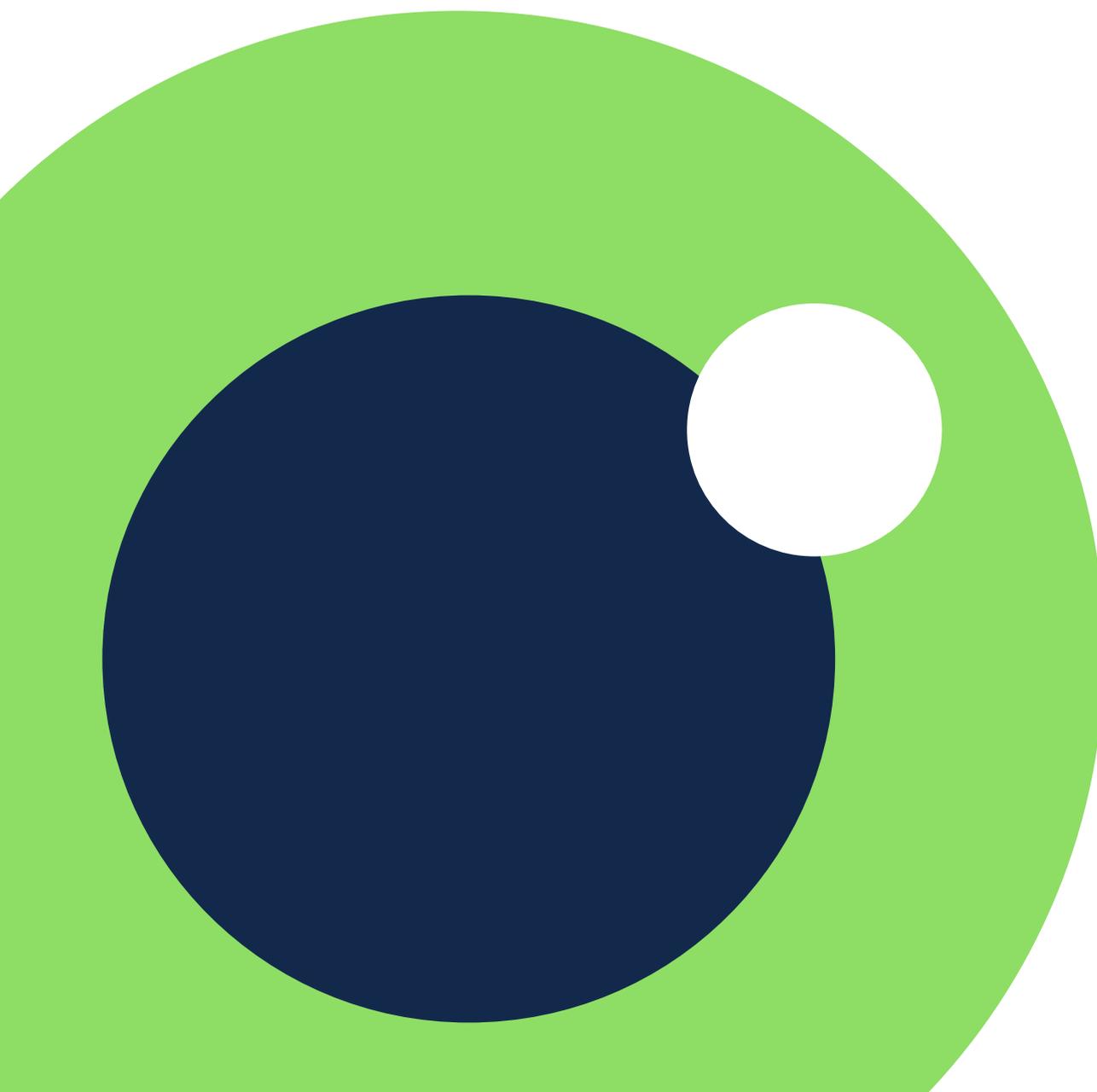
July 2016



AN TÚDARÁS PÓILÍNEACHTA
POLICING AUTHORITY

Contents

Foreword by the Chairperson.....	i
About the Authority.....	ii
What is the Policing Authority?	ii
What does the Policing Authority do?	iii
Introduction.....	1
Vision, Mission and Values	2
Outcomes, Objectives, actions and performance indicators.....	5
Desired Outcome 1 - Continuous improvement of policing in Ireland and public resources being used by the Garda Síochána in an efficient and effective way	5
Desired Outcome 2 - A culture of high performance and strong ethical values throughout the Garda Síochána	7
Desired Outcome 3 - Strong public awareness and engagement regarding policing matters.....	8
Desired Outcome 4 - The Authority being a high performance, innovative, responsive and respected organisation focussed on its vision and mission.....	10



Foreword by the Chairperson

Effective policing in which the community has confidence is essential in a democracy. It is enormously important for the well-being of society and the security of the State. International experience shows that public confidence in policing can be enhanced by civilian oversight, community engagement, more transparency in how the police do their work and minimal political involvement in the day-to-day running of police services.

Proposals to establish a body to oversee the performance of the Garda Síochána have been made many times, by politicians, academics, civil society groups and Garda associations. Against a recent background of dented public confidence in the Garda Síochána, the Policing Authority was established on 1st January 2016. Described

by the Minister for Justice and Equality as “the most far reaching reform of the Garda Síochána since the foundation of the State”, it represents a significant de-politicisation of policing in Ireland.



Josephine Feehily

Members of the public and politicians rightly have strong views about crime and policing. Police services the world over are conferred with great powers. Society consents to the use of those powers and trusts that they will be used in the common good. This simple equation asks a lot of police services; in Ireland we ask a lot of the Garda Síochána. We ask them to keep us, our families and our communities safe – in our homes, on the roads, in public places. We ask them to keep our country secure and to work with communities to meet diverse needs and expectations. We expect them to respond when we are victims of crime. We expect them to be the backstop for a whole range of society’s problems. In doing their work, we expect Gardaí to use the powers given to them in law to protect us, but we also expect them to use those powers proportionately and properly. They do so every day across the country, and they willingly take risks on our behalf. I would like to acknowledge with appreciation the service the Garda Síochána provides to the Irish people.

Yet with great power must come accountability. The establishment of the Policing Authority, with a specific remit to oversee performance as part of a complex process of Garda accountability, represents a definitive progression in the delivery of civilian oversight of the Garda Síochána. Inspired by a shared vision of a society served by a professional, impartial, constantly improving police organisation which deserves and enjoys the trust and support of the people, we have begun our work.

Our overarching objective is captured by our mission to drive excellent policing through valued and effective oversight and governance. Delivering on this will take time, constructive engagement, some intrusive challenge of Garda performance, efficiency and governance. It will also provide opportunities to showcase excellent work done by Gardaí and Garda staff.

It is my privilege, with my colleagues, to present this first Strategy Statement of the Policing Authority setting out our ambition, our priorities and the outcomes we hope for in the period ahead.

A handwritten signature in black ink that reads "Josephine Feehily". The signature is written in a cursive, flowing style.

About the Authority

What is the Policing Authority?

The Policing Authority is an independent statutory body and was established on 1 January 2016. Our job is to oversee the performance of the Garda Síochána in relation to policing services, to promote public awareness of policing matters and to promote and support the continuous improvements in policing in Ireland. The Authority was established by the enactment of the Garda Síochána (Policing Authority and Miscellaneous Provisions) Act 2015.

The Chairperson and Members of the Authority were selected for appointment by the Government following selection processes run by the Public Appointments Service.

Authority members are appointed for a term of 3 or 4 years, but may be reappointed for a further term subject to a maximum of 8 years. Members of the Oireachtas or Local Authorities, serving members of the Garda Síochána, GSOC or the Garda Inspectorate are not eligible to be members of the Authority.

The current members of the Policing Authority are as follows:

- Josephine Feehily (Chairperson)
- Noel Brett
- Bob Collins
- Dr Vicky Conway
- Pat Costello
- Judith Gillespie
- Valerie Judge
- Maureen Lynott
- Dr Moling Ryan

The Authority is supported by a team of core staff led by the Chief Executive, Ms. Helen Hall.

What does the Policing Authority do?

The overarching role of the Authority is to oversee the performance by the Garda Síochána of its functions relating to policing services. Its functions, powers and duties as set out in Act include:

- Setting priorities and levels of performance for the Garda Síochána in relation to policing services;
- Approving the Strategy Statement and Annual Policing Plan submitted by the Garda Commissioner;
- Keeping under review:
 - the performance by the Garda Síochána of its functions and the arrangements and strategies in place to support and enhance the performance of those functions;
 - the adequacy of:
 - the corporate governance arrangements and structures within the Garda Síochána;
 - the arrangements for the recruitment, training and development of the members and members of the civilian staff of the Garda Síochána;
 - the mechanisms in place within the Garda Síochána for the measurement of performance and accountability of members and staff; and
 - the arrangements for managing and deploying the resources available to the Garda Síochána so as to ensure the most beneficial, effective and efficient use of those resources;
- Holding regular meetings with the Garda Commissioner, at least 4 of which will be held in public and may be broadcast by the media each year;
- Responsibility for:
 - nominating persons for appointment by the Government to the posts of Garda Commissioner and Deputy Garda Commissioner following a selection process undertaken by the Public Appointments Service, and recommending their removal in certain circumstances;
 - appointing persons to the ranks of Garda Superintendent, Chief Superintendent and Assistant Commissioner (and removing them for reasons related to policing services);
 - appointment of the civilian staff of the Garda Síochána of grades equivalent to or above that of Chief Superintendent
- Establishing a Garda Code of Ethics within 12 months of the establishment of the Authority;
- Issuing guidelines to Local Authorities and the Garda Commissioner concerning the establishment and maintenance of Joint Policing Committees (JPCs) and convening meetings of JPC chairpersons for the purpose of coordinating or facilitating the performance of their functions;

- Promoting the policing principles and public awareness of matters relating to policing services and supporting the continuous improvement of policing in the State.
- Undertaking, commissioning or assisting in research projects in respect of matters relating to policing services, which in the opinion of the Authority, may:
 - promote an improvement in standards for those matters and public awareness of them;
or
 - contribute to a reduction in the number of complaints against members of the Garda Síochána in relation to those matters.
- Keeping itself generally informed as to:
 - complaints made against members of the Garda Síochána and the application of the Disciplinary Regulations; and
 - trends and patterns in crimes committed;
- Monitoring, assessing and reporting to the Minister on the measures taken by the Garda Síochána in relation to recommendations made in a report of the Garda Síochána Inspectorate; and
- Provision of information and advice to the Minister on a range of issues including:
 - The resources that are likely to be required by the Garda Síochána to perform its functions in each forthcoming financial year;
 - developments in respect of matters relating to policing services and recommendations to assist the Minister in co-ordinating and developing policy in that regard; and
 - best policing practice.

Introduction

The purpose of this Strategy Statement is to set out the expected outcomes from the work of the Policing Authority over the period from 1 July 2016 to 31 December 2018, and the key actions which the Authority intends to take to support the achievement of those outcomes. The Garda Síochána Act 2005, as amended, provides its statutory underpinning and it has been prepared following a public consultation period which allowed members of the public and interested parties to submit views on its contents.

The deadline for the performance indicators outlined in this Strategy Statement is 31 December 2018 unless explicitly stated otherwise. The Statement will be supported by annual plans with specific and detailed performance measures. As often as necessary, but at least annually, a periodic review of the Strategy Statement will be carried out by the Authority to oversee its implementation and to assess its effectiveness.

Separately from this document, the Garda Commissioner prepares and implements a Strategy Statement for the Garda Síochána and Annual Policing Plan, both of which come before the Authority for approval before their submission to the Minister for Justice and Equality for her consent.

Our Vision

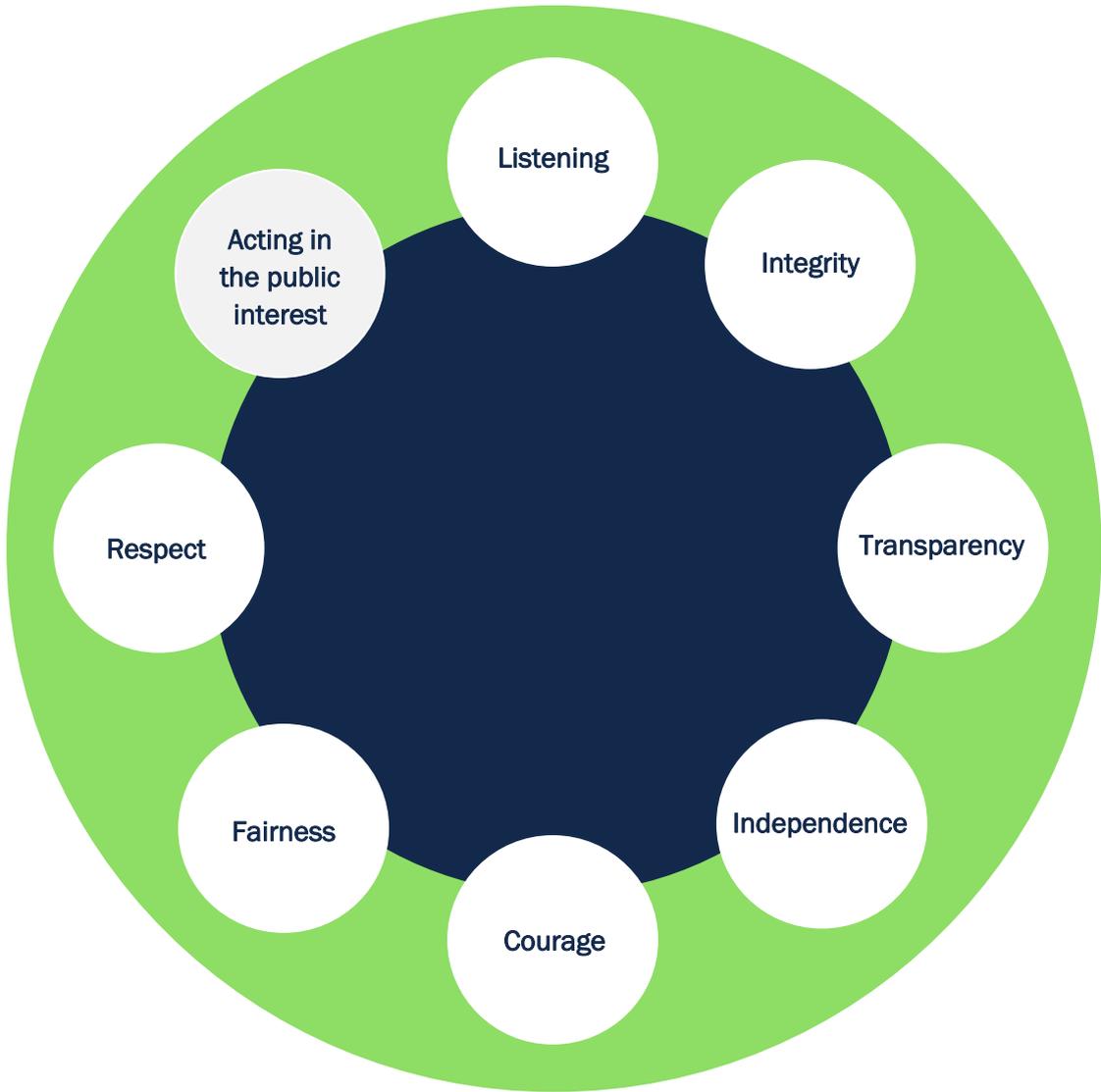
Our vision is of a society served by a professional, impartial, constantly improving police organisation which deserves and enjoys the trust and support of the people.



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

Our Mission

**Our values are important to us.
They *reflect* our core culture and
identity and *guide* us in our approach
to how we get things done.**



Our values

Outcomes, Objectives, actions and performance indicators

The Authority has decided to cluster its work around four strategic high level desired outcomes.

Desired Outcome 1 - 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; - Ongoing review of 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 - Ongoing review of the development by the Garda Síochána of a comprehensive work-force planning and deployment strategy and assessment of its adequacy so as to ensure the most beneficial, effective and efficient use of resources. 	<ul style="list-style-type: none"> - Garda Síochána Strategy Statement for 2016-2018 submitted to the Authority by 30 June 2016; - Policing priorities communicated to the Garda Commissioner and published annually; - Policing plans approved by 30 November each year; - Garda Síochána performance measurement and accountability framework implemented and evidenced and overseen at monthly meetings with the Authority; - Improvement in the effectiveness and efficiency of the Garda Síochána in the areas of policing covered by the recommendations; - Comprehensive Garda Síochána work-force planning and deployment strategy in place; - 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
<p>Modernisation and systematic improvement of the Garda Síochána</p>	<ul style="list-style-type: none"> - Monitor and assess the measures taken by the Garda Síochána in relation to third party recommendations, including those arising from Garda Inspectorate recommendations, audits and Commissions of Investigation recommendations; - Monitor the implementation of the Garda modernisation and renewal programme and assess the measures taken; - Establish a system to monitor trends and patterns of complaints against the Garda Síochána; and - Establish effective relationships with other policing oversight bodies such as the Garda Síochána Ombudsman Commission and the Garda Inspectorate. 	<ul style="list-style-type: none"> - Evidence of implementation of recommendations from Garda Síochána Inspectorate and other third parties; - Ongoing Public Attitudes Survey; - Improved resource allocation of the Garda Síochána informed amongst other things by strategy & priorities; - System to monitor trends and patterns of complaints against the Garda Síochána established and at least one review conducted; and - Evidence of good working relationships with Garda Síochána Ombudsman Commission and the Garda Inspectorate.
<p>Good governance arrangements and structures within the Garda Síochána</p>	<ul style="list-style-type: none"> - Appoint the Chairperson and members of the Garda Síochána Audit Committee; and - Review the functioning of the Audit Committee and risk management within the Garda Síochána. 	<ul style="list-style-type: none"> - Garda Síochána Audit Committee members appointed as required; and - Review of the functioning of the Audit Committee and of risk management carried out.

Desired Outcome 2 - A culture of high performance and strong ethical values throughout the Garda Síochána

Objectives	Actions	Performance Indicators
<p>Establish a Code of Ethics that includes (a) standards of conduct and practice for members; and (b) provisions to encourage and facilitate the reporting by members and Garda staff of wrongdoing in the Garda Síochána</p>	<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 jurisdictions; and - 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. 	<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 evidenced and overseen at Authority meetings; and - An effective Protected Disclosure Policy in place in the Garda Síochána.
<p>Well established, fully operational appointments system for all staff of the Garda Síochána that come within the Authority's appointment remit</p>	<ul style="list-style-type: none"> - Develop an effective and respected appointments system in cooperation with the Garda Síochána; and - Establish 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 applicable regulatory framework; and - System considered as fair and impartial both internally in the Garda Síochána and by the public.
<p>Keep under review the arrangements for the recruitment, training and development of Garda members and Garda staff</p>	<ul style="list-style-type: none"> - Oversee progress by the Garda Síochána in implementing a performance management system beginning quarter 3 2016; and - Formally review elements of Garda training and recruitment. 	<ul style="list-style-type: none"> - Performance management system implemented by the Garda Síochána; and - A number of reviews concluded and published.

Desired Outcome 3 - Strong public awareness and engagement regarding policing matters

Objectives	Actions	Performance Indicators
<p>Have effective working relationships with key stakeholders</p>	<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.
<p>Communities engage actively with the Garda Síochána through the Joint Policing Committees in a way that facilitates crime prevention and improved safety and quality of life for citizens</p>	<ul style="list-style-type: none"> - Contribute to reviews and examinations of the role, empowerment and resourcing of JPCs provided for in the programme for Partnership Government; - 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. 	<ul style="list-style-type: none"> - Each community having access to a Joint Policing Committee which operates in accordance with Policing Authority guidelines; - Active community engagement by the Garda Síochána through the Joint Policing Committees, evidenced and overseen at Authority meetings; and - Enhanced opportunity for Joint Policing Committees to contribute to national policing oversight.
<p>Improve public awareness of policing matters</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 	<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; o Level of responses provided to any public consultations; and o A number of opportunities taken each year to reach new audiences.

Objectives	Actions	Performance Indicators
	<ul style="list-style-type: none"> - 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. 	

Desired Outcome 4 - The Authority being a high performance, innovative, responsive and respected organisation focussed on its vision and mission

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; - Ensure that the internal auditors perform annual reviews on a rolling basis of aspects of the organisation's effectiveness; and - Establish a routine independent review of board effectiveness. 	<ul style="list-style-type: none"> - By the end of this Plan, to have a maturing Authority which is well staffed and functioning effectively; - Authority strategies and annual work plans successfully implemented; - Evidence of effective staff target setting and performance appraisal for all employees; - Meeting attendance rates and number of meetings held; - Evidence of a proactively managed risk register with effective risk identification and mitigation; - Evidence of engagement with marginalised / hard to reach stakeholder groups; - Positive internal and external audit reports; and - Results of formal board effectiveness reviews.
<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 or reports received from the Minister for Justice and Equality; and 	<ul style="list-style-type: none"> - Reports submitted on a timely basis in accordance with the legislation; - Section 62 (O) (2) report submitted by 31 December 2017; and - Provision of high quality respected contributions and advice in a timely manner and

Objectives	Actions	Performance Indicators
	<ul style="list-style-type: none"> - Contribute to the implementation of the Programme for Partnership Government as required. 	<ul style="list-style-type: none"> - Report to the Minister in Quarter 4 2017 on a review of the boundaries of Garda districts, the dispersement of Garda stations and the deployment and rostering arrangements with a view to enhancing community policing units undertaken under the oversight of the Authority.

Contacting the Policing Authority

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