



Priority	Performance Indicators ¹
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
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 – 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 2018 – Continue to progress improvements in systems for managing documents and correspondence in line with roll out of new IT functionality by DJE – 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. – Positive internal and external audit reports and implementation of agreed audit recommendations – Risk management process further embedded and operating effectively – 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 – Compliance with obligations under the General Data Protection Regulations by 25 May 2018
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 – Implementation of the 2018 Communications Action Plan – Hold five meetings with the Garda Commissioner in public – Build and enhance the relationship between the Authority and the Irish Human Rights and Equality Commission
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 – Undertake selection competitions for Assistant Commissioner (if required), Chief Superintendent and Superintendent – Respond promptly to requests to the Authority for increases in the numbers and grades of civilian staff in the Garda Síochána

¹ While all indicators are assumed to have a completion time of 31 December 2018 unless explicitly stated, the Executive's underlying work-plan will have more detailed timelines with milestone reporting to the CEO.

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	<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
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
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
7) Monitoring and assessment of Garda Síochána policing performance	<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 – Policing priorities for 2019 submitted to the Minister by end September following a public consultation process – 2019 annual Garda Síochána Policing Plans approved – 2019 -2021 Strategy Statement of the Garda Síochána approved – 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 – Assess Garda Síochána progress to embed the Code of Ethics throughout the organisation – Review of Professional Standards reports and reports received from the Garda Audit Committee to identify risk indicators and themes for Authority oversight – Attendance at 6 regional PAF meetings and 10 divisional PAF meetings
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 – 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 – 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 – Oversee the GS review of policies and procedures in place in the Garda Síochána to deal with protected disclosures – Oversee the actions taken by the Garda Síochána as a result of the 2017 Culture Audit Survey – 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.

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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 – 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 – Conclude the Authority’s evaluation of progress by the Garda Síochána on the implementation of recommendations arising from the Fennelly Commission
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 – Explore with the Garda College presenting to GS promotional training courses / CPD – Assessment of the status of coverage of Garda driving training by 30 September 2018 – Examine the Garda Síochána approach to continuing professional development of Garda members and civilian staff.
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 – Examination by 30 September of the Garda Síochána process for internal discipline.
12) Increased JPC Engagement	<ul style="list-style-type: none"> – Annual meeting of Chairpersons of JPCs held – Attendance by Authority personnel at a minimum of 20 JPC meetings, regionally spread – 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
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 – 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 – Provision of advice to the Minister on the adequacy of Garda Síochána Resources by 31 July 2018 – Analysis of the 2019 Estimates for Authority information by December 2018