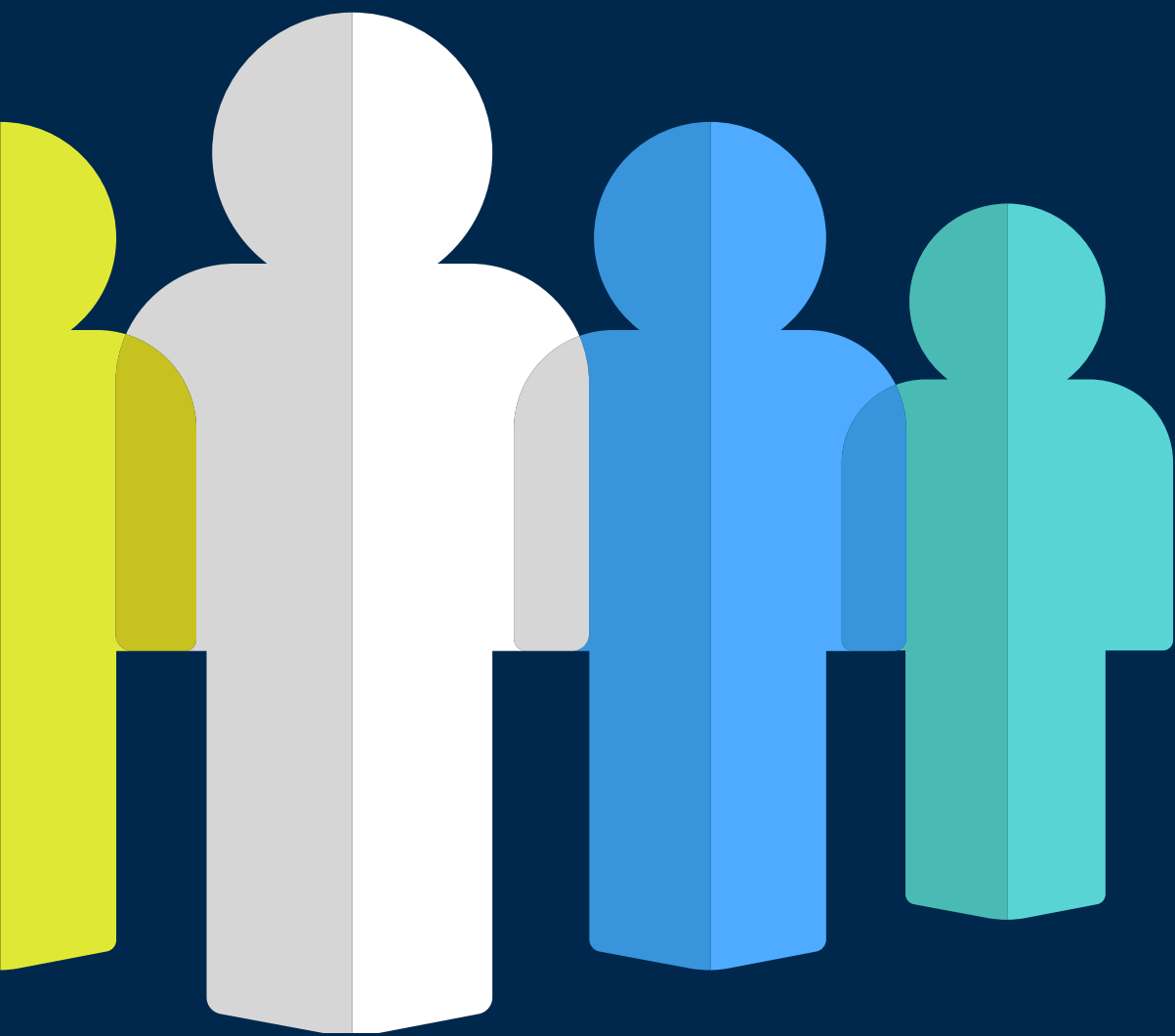


# Strategy Statement 2022 - 2024

---



AN TÚDARÁS PÓILÍNEACHTA  
POLICING AUTHORITY



# Contents

## About Us 4

Our Role	4
Oversight of Policing	5
Appointments	6
Public Awareness and Engagement	6
Research	7
Development of our Strategy Statement	7

## Vision, Mission and Values 8

## Strategic Themes 10

<b>Strategic Theme 1:</b> Community Focused Policing	11
<b>Strategic Theme 2:</b> Effective Policing	15
<b>Strategic Theme 3:</b> Garda Integrity and Human Rights	19
<b>Strategic Theme 4:</b> Leading through Change	23
<b>Strategic Theme 5:</b> Informed oversight that engages the public on policing matters	27
Our Commitment to Human Rights and Equality	31

# About Us

The Policing Authority was established on 1 January 2016 to oversee the performance of the Garda Síochána in relation to policing services in Ireland. It is an independent statutory body, established by the Garda Síochána (Policing Authority and Miscellaneous Provisions) Act 2015 which amended the Garda Síochána Act 2005.

The Authority members are appointed by the Government following selection processes run by the Public Appointments Service. The legislation which established the Authority provides for the Authority to have a total of nine members – a Chairperson and eight ordinary members. The composition of the Authority is in line with the statutory objective of there being at least four men and at least four women on the Authority. The Act requires that Authority members have appropriate experience, qualifications, training or expertise, and knowledge in areas connected with:

- › Policing matters
- › Human rights and equality matters
- › Public sector administration
- › Board management and corporate governance
- › Work undertaken by voluntary groups with local communities, in particular work to promote safety in the community, prevent crime or promote awareness of other issues that are relevant to policing services

The nine members of the Authority are:

- › Mr. Bob Collins (Chairperson)
- › Ms. Shalom Binchy
- › Dr. Donal de Buitléir
- › Dr. Elaine A. Byrne BL
- › Dr. Deborah Donnelly
- › Ms. Valerie Judge
- › Mr. Paul Mageean
- › Mr. Stephen Martin
- › Dr. Moling Ryan

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



## Our Role

The Act provides for an extensive range of functions for the Authority, some of which were previously the responsibility of Government or the Minister for Justice. Examples of our functions and how we put them into practice are illustrated overleaf.

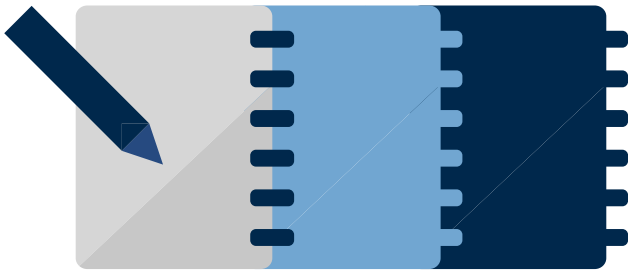
---



## Oversight of Policing

The main function of the Policing Authority is to oversee the performance of the Garda Síochána in the provision of policing services. We do this in a number of ways, including by:

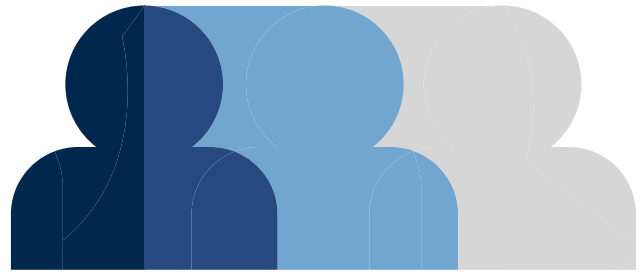
- Setting annual Policing Priorities and performance targets for the Garda Síochána
  - Approving the three year Garda Síochána Strategy Statement
  - Approving the Annual Policing Plan
  - Holding monthly meetings with the Garda Commissioner, including meetings in public at least four times each year, which are live-streamed and are available for broadcast by the media, as required by statute
  - Building independent sources of information and experience to inform our assessment of policing performance through engagement with a broad range of stakeholders
  - Reviewing arrangements and mechanisms within the Garda Síochána for:
    - Corporate governance
    - Recruitment, training and development
    - Performance measurement and accountability
    - Management and deployment of resources
- Keeping informed as to:
    - Complaints made against members of the Garda Síochána and the application of the Disciplinary Regulations
    - 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 reports of the Garda Síochána Inspectorate and other third party reports
  - The 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 policies in that regard
    - Best policing practice
  - In 2016 the Authority established a Code of Ethics for the Garda Síochána which sets standards of conduct and practice for members of the Garda Síochána. The Authority continues to oversee the embedding of the Code on an ongoing basis as part of its oversight activities. **[View Code of Ethics.](#)**
-



## Appointments

The Authority undertakes a range of activities relating to the selection and appointment of personnel in the Garda Síochána, including:

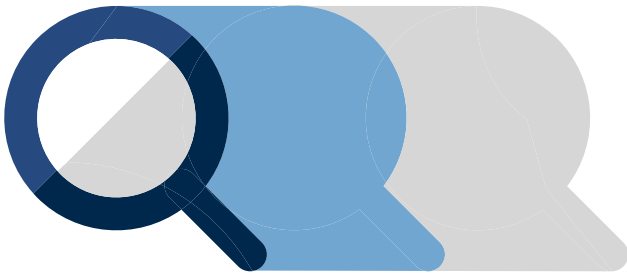
- › Nominating persons for appointment by the Government to the positions of Garda Commissioner and Deputy Garda Commissioner
  - › Undertaking selection competitions for appointments to the senior ranks of Assistant Commissioner, Chief Superintendent and Superintendent
  - › Making appointments to these senior ranks and equivalent senior Garda staff positions
  - › Approving the complement of Garda staff
  - › Overseeing the arrangements for the recruitment, training and development of the members and members of the civilian staff of the Garda Síochána
- 



## Public Awareness and Engagement

The Policing Authority places a high value on transparency in its work to promote awareness of policing performance and related issues in Irish society amongst the general public and other interested parties. It communicates and engages with stakeholders to learn about and gain feedback from their expectations and experiences of policing. The transparency of the Authority's work is assisted by:

- › The routine publication of agendas and minutes of Authority meetings on our website
  - › Holding meetings and other events in public
  - › Holding public consultations with stakeholders and the general public
  - › Engaging directly with key stakeholders such as Joint Policing Committees and civil society
  - › Engaging directly with communities in all their diversity, to hear their experience of policing
  - › Publishing reports and other material on our website on the outcomes of our oversight work that very often demonstrate how we have used the experience and perspective of those we engage with to assess the performance of the Garda Síochána
-



## Research

An important objective of the Policing Authority is to add to the body of knowledge that exists about policing services and support the continuous improvement of policing in the State. The Authority does this by:

- 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, and/or
  - Contribute to a reduction in the number of complaints against members of the Garda Síochána in relation to those matters.
- Undertaking in-house research to support the work of the Executive, the Authority and its Committees in achieving the organisation's statutory functions and corporate priorities
- Offering research bursaries to fund projects covering the research themes related to the work of the Authority
- Building networks with others in the policing and oversight arenas, nationally and internationally, including oversight bodies, academic and research institutions, and other stakeholders

## Development of our Strategy Statement

The Authority has developed this Strategy Statement following a period of review and reflection during which it has considered the key oversight themes that have emerged over the last six years of its work, and how best it can continue its work to ensure an effective policing service is provided for all members of the public. The Strategy is also informed by research, consultation and engagement with communities, organisations and groups who generously gave of their time, particularly over the past two years. It is also informed by our engagement with the Garda Síochána at all ranks as well as collaboration with oversight bodies at home and abroad.

The Public Service Innovation Strategy 2020 sets out a vision of a public service which harnesses the power of innovation to deliver world class public services in Ireland. Innovation is about finding new means of delivering services and policy responses in ways that can add value to the people we serve. Innovation is also about striving for the best possible outcomes through seeking ways to improve existing services. In the Policing Authority we are committed to this vision and see it as a primary driver of the changes we will make over the life of this Statement of Strategy. It is reflected in our desire to enable flexible working that will draw on the innovations in working practice achieved during the pandemic. Placing innovation at the heart of our organisation inspires and empowers staff, giving them the tools and skills to be innovative whilst also collaborating with and actively listening to diverse groups. The Policing Authority is committed to creating a culture of innovation and learning from our colleagues in other organisations by sharing insights and knowledge. This approach to working will be essential as we prepare for the transition to a new organisation whilst also allowing us to be efficient and effective in all that we do.

# Vision

**An ethical, effective, human rights based policing service that merits and enjoys the confidence of the increasingly diverse people it serves.**

# Mission

**To hold the Garda Síochána fairly and transparently to account in the interests of all, particularly the most vulnerable.**



# Values

## Independence

We perform our functions without fear or favour, alert to the need to maintain independence in thought and action, in order to best serve the public.

## Listening

We reach out to organisations and reach in to our communities. As part of our service to the public, we actively seek out and listen to voices not frequently heard, including the voices of children, to understand the lived experience of policing.

## Public Centred

Our efforts are directed towards oversight that is open, transparent and accountable and that gives assurance and confidence to the public, in all its diversity, that we are acting on its behalf to secure and support a policing service that keeps them safe and makes them feel safe.

## Fairness

We are even-handed in our processes, our engagement and our assessment.

## Respect

We recognise and respect the professionalism and experience of the Garda Síochána and the unique nature of the risks its members take to keep people safe. We also respect the validity of the experience of all those who encounter the policing service and recognise that our oversight is informed by both.

## Human Rights

We will work to ensure that the policing service delivered by the Garda Síochána vindicates the human rights of all that come into contact with it. We will promote equality, diversity, human rights and inclusion in our own organisation, in policing and in wider society.

## Learning

We value curiosity and continuous improvement in our organisation and in policing. We will develop our skills and knowledge to inform the work that we do.

# Strategic Themes



## **Community Focused Policing**

Policing serves the needs and secures the confidence of the community in all its diversity



## **Effective Policing**

Policing is effective in preventing and detecting crime and is consistently delivered through the effective use of resources



## **Garda Integrity and Human Rights**

Ethical policing that vindicates the human rights of all who engage with the service and those who are affected by it



## **Leading through Change**

The Authority has influenced and is prepared for the future policing oversight arrangements and its transition to become the Policing and Community Safety Authority



## **Informed Oversight that Engages the Public on Policing Matters**

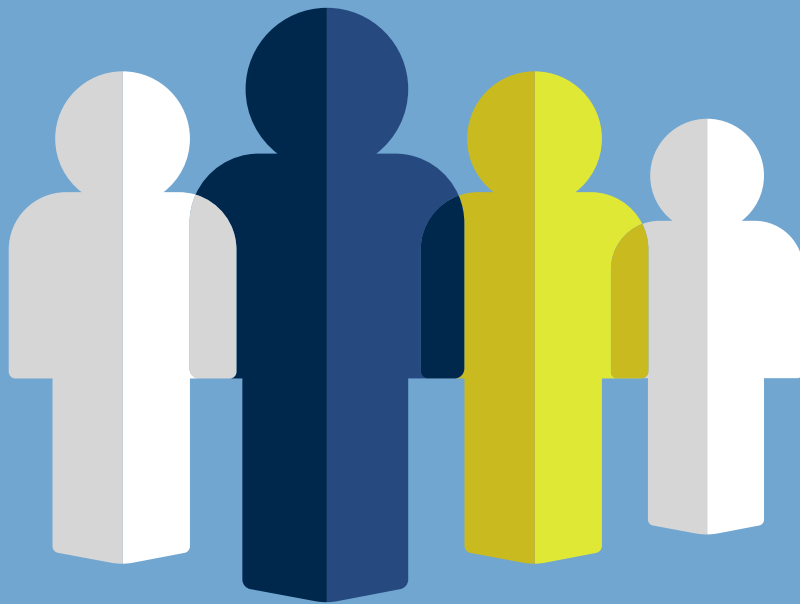
The Authority through research and active listening seeks out a diversity of perspectives on the experience of policing and uses this knowledge to challenge the Garda Síochána to improve policing continually

The Authority's strategy is centred on five strategic themes that we believe capture the focus of our work over the next three years. Each theme is accompanied by a desired outcome which articulates what the work under each theme is striving to achieve.

Strategic Theme

**01**

# Community Focused Policing



## Desired Outcome



**Policing serves the needs and secures the confidence of the community in all its diversity**

### Strategic Objectives

### Actions

### Measures of success

**Assess the effectiveness of the policing service provided to communities**

Develop and implement a three year programme of engagement with local communities around the country to listen to and discuss with them their policing needs and evaluate the degree to which those needs are being met.

Develop and implement a Communications Strategy that promotes awareness of policing matters to a diversity of audiences.

Hold a community based public conversation event at least once each year which facilitates discussion between the Garda Síochána and a specific community on its needs, directed towards identifying how the policing service to that community and other communities, and to those like it, might be improved.

Programme of engagement provides timely insights into the experience of policing that informs the Authority's engagement with the Garda Síochána and the assessment and the improvement of policing performance.

Promote the public's understanding of policing matters and create opportunities for public conversation, direct engagement with the public and understanding and debate between the community and the Garda Síochána on the policing service it is providing.

**Improve the experience of policing, especially for children and young people**

Engage with the Garda Síochána to examine and explore the service it provides to children as victims of crime, as witnesses and as suspects and undertake or commission research to access the voices of children and young people on this experience.

Research and engagement outcomes present the voices and experiences of children and young people, giving a sense of the degree of confidence they have in the policing service, the factors that influence that confidence, and how policing might be more responsive.

Strategic Objectives	Actions	Measures of success
<p><b>Improve the experience of policing, especially for children and young people (cont.)</b></p>	<p>Commission, undertake and publish a number of pieces of research to understand the experience of policing by those whose voices are seldom heard – for example the policing needs of minority groups, young people in disadvantaged areas and those suffering from mental health issues – informing the Authority’s engagement on these issues with the Garda Síochána.</p>	<p>Better information and data available on the relationship between the seldom heard and the policing service, which can be used to improve policing policy and practice.</p> <p>Advice to the Minister draws on existing and future research.</p>
<p><b>Undertake focused oversight of key issues for the community through engagement with the Garda Síochána, and relevant stakeholders</b></p>	<p>Listen, review and report on the issues and impact for the community and Garda Síochána associated with:</p> <ul style="list-style-type: none"> <li>➤ Drugs policing</li> <li>➤ Hate crime</li> <li>➤ Policing and mental health</li> </ul> <p>Promote and support research in these areas during the period of the strategy to inform ongoing oversight.</p>	<p>Publish a report on each of the three topics which will inform the Authority’s engagement with the Garda Síochána and form the basis for a public discussion.</p> <p>More extensive research undertaken and published in at least one of the three areas.</p>
<p><b>Strengthen local policing accountability</b></p>	<p>Issue revised Guidelines for Joint Policing Committees (JPCs).</p> <p>Undertake a programme of capacity building for those working in or with Joint Policing Committees or fora.</p> <p>Hold Annual meeting with JPC Chairpersons.</p>	<p>JPC Guidelines issued, understood and utilised with evidence of greater strategic focus, diversity of participation and the use of evaluation amongst JPCs.</p>

## Strategic Objectives

## Actions

## Measures of success

### Strengthen local policing accountability (cont.)

Further develop the section on JPCs on the Authority website as a resource to facilitate information sharing between JPCs and with the public.

Training is seen to be relevant and to have contributed to greater capacity for committees and fora members to play the full role that the Act envisages and to enable greater strategic engagement by the community on policing outcomes.

JPCs are supported to raise awareness of their role in the community and to share experience, learning and successful initiatives undertaken.

### Monitor and assess the learning arising from interagency initiatives and any implications for community safety

Attend the Community Safety Partnerships (CSPs) and engage with the relevant communities and Garda personnel in the pilot areas.

Report regularly on the outcomes of engagement.

Explore the opportunity to bring together and support local partners to work towards evidence based solutions around a community safety issue in their community.

Support, with the Garda Síochána, the evaluation of at least one local community safety initiative.

Public event to be held to draw together the learning on community safety over the strategic period and identify the implications for how this work might best be supported and evaluated.

The Authority has an understanding of the perceived impact and potential of the CSPs which is used to inform its thinking on community safety.

The Authority and community representatives have an opportunity to identify what are the challenges that arise in interagency working and how best that might be supported to inform future community safety problem-solving initiatives.

Evaluation carried out and published as appropriate, drawing out the learning for community safety policy.

Body of information gathered and evaluated that informs future policy and work in the area of community safety. Greater public understanding of the concept of community safety.

Strategic Theme

**02**

# Effective Policing



## Desired Outcome



Policing is effective in preventing and detecting crime and is consistently delivered through the effective use of resources.

## Strategic Objectives

## Actions

## Measures of success

### Monitor and assess policing performance in line with statutory commitments

- Review and if required revise the Policing Priorities on an annual basis.
- Consider and approve Annual Garda Síochána Policing Plans.
- Assess, on a monthly basis, policing performance against the Garda Síochána Strategy 2022-24 and the Annual Policing Plan.
- Undertake a programme of engagement with Garda members at station, unit and bureau level to understand progress and performance in relation to the Policing Plan commitments.
- Engage with a broad range of stakeholders to hear perspectives on policing performance and the impact of the implementation of the Policing Plan.
- Engage with the Garda Commissioner and Garda management on a monthly basis to assess and discuss performance against the Strategy and Annual Plan.

Annual Policing Priorities that are responsive, informed and reflective of the policing needs of the community are agreed in accordance with the Act, communicated to the Garda Commissioner and published annually.

Annual Policing Plan is approved by 30 November each year, which articulates and reflects the policing commitments to the public.

Regular reports on policing performance are published that give transparency to the Authority's oversight and inform the public about policing performance as against strategic and annual commitments. Oversight of performance is informed by those delivering the policing service and those experiencing the service.

Engagement facilitates understanding of the progress made, challenges presenting, and what action can be taken to ensure that the commitments made to the community are fulfilled.



## Strategic Objectives

## Actions

## Measures of success

**Monitor and assess the governance arrangements in place in the Garda Síochána that ensure that key third party recommendations are implemented**

Engage with the Garda Síochána to examine, understand and seek assurance that robust integrated governance processes exist that assist the organisation to track, risk assess, prioritise and implement third party recommendations.

Assess the degree to which implementation of recommendations arising from the Garda Inspectorate Report on Child Sexual Abuse, the Homicide Review carried out by the Homicide Investigation Review Team and the Garda Inspectorate report on Crime, as well as other key Inspectorate Reports, have been implemented and, where they have not, what mitigations and controls are in place in the interim to deal with the risks that remain.

Third party recommendations are implemented resulting in an improved policing service to the public.

The Garda Síochána has made significant progress in addressing the deficiencies and risks identified in the policing service provided, as set out in each of these reports, resulting in a better policing service to victims of crime.

**Assess the degree to which the enabler functions such as finance, HR, ICT and accommodation are providing strategic support to policing**

Meeting with Garda management quarterly to assess the degree to which the enabler functions are sufficiently integrated into planning for the delivery of an effective policing service.

Continue to monitor and assess the progress made in:

- › Strategic workforce planning

Oversight encourages and monitors the degree to which there is integration between resource planning and the delivery of an effective policing service.

## Strategic Objectives

## Actions

## Measures of success

**Assess the degree to which the enabler functions such as finance, HR, ICT and accommodation are providing strategic support to policing (cont.)**

- The development and consolidation of the strategic financial management function
- Development and implementation of an Organisational Training Strategy
- The delivery of data and information technology to support policing

Active participation in the Joint Working Group on Garda Resources.

**Monitor, assess and report on the efficacy of the structures, training, policy and practices in place that enable the effective prevention and detection of crime**

Engage with the Garda Síochána to assess the factors influencing its level of detections across various crime types and the actions that are being undertaken to improve detection levels, particularly in regard to:

- Crime recording practices
- Crime prevention
- Quality of investigation
- Victim support
- Interviewing resources
- Use of data, information and intelligence
- Supervision
- Training
- Peer review of investigations
- Evidence management
- Court performance

Targeted oversight of each factor leads to improved understanding and awareness of the actions required to be taken to positively impact on crime prevention and detection.

Strategic Theme

**03**

# Garda Integrity and Human Rights



## Desired Outcome



**Ethical policing that vindicates the human rights of all who engage with the service and those who are affected by it**

## Strategic Objectives

### Actions

### Measures of success

**Oversee the range of actions being taken by the Garda Síochána to monitor and support Garda Integrity**

- Monitor and assess the implementation and where possible the impact of the following:
- The Anti-Corruption Unit and associated policies on in-career vetting and substance testing
  - Enhanced reporting and publication of use of force statistics
  - The roll out of the Governance and Performance Hub within the Operating model as a means of contributing to the organisation's awareness of the prevalence, type and consistency of response to performance and disciplinary issues that exist across divisions
  - The manner in which complaints and expressions of dissatisfaction with the policing service provided are dealt with and how data concerning complaints or expressions of dissatisfaction is gathered, interrogated and informs policy

Gathering and publication of data relating to Garda integrity results in greater transparency and assurance for the public that Garda integrity is monitored and supported and breaches of integrity or inappropriate behaviours are dealt with in a fair and timely manner.

Routine publication, with increasing detail, of the use of force statistics.

Authority report on complaints process that contributes to greater awareness of the process, identifies measures for improvement and encourages the increased use of complaints data.

## Strategic Objectives

## Actions

## Measures of success

**Oversee the range of actions being taken by the Garda Síochána to monitor and support Garda Integrity (cont.)**

- The degree to which speaking up within the organisation is meaningfully encouraged and supported by policy and action
- The degree to which the performance management process for Garda Members and Garda Staff is being used and provides an effective means to assess and address individual performance

**Assess the degree to which ethics and human rights are embedded throughout the organisation**

Oversee the implementation of the recommendations arising from the Garda Inspectorate Report on Delivering Custody Services.

Assess aspects of the oversight and governance structures in place in the area of non-security related covert policing.

Encourage greater recording, transparency and availability of the data relating to the use of stop and search.

Undertake and commission research into the experience of policing of diverse communities to complement and augment the understanding of attitudes towards policing, provided by the Garda Síochána Public Attitudes Survey.

Greater sense of the degree to which policing practice adheres to human rights obligations and identification of where this is done well and how it might be improved.

## Strategic Objectives

## Actions

## Measures of success

**Assess how consistency in the handling of complaints regarding Garda behaviours and subsequent action is assured**

Oversee trends and patterns of complaints against the Garda Síochána.

Assess the data across divisions to enable informed engagement on the issue of consistency in complaints handling.

Assess the degree to which the performance management system adequately differentiates between matters of performance and matters of discipline and whether and how any cultural barriers that inhibit that distinction being made are being addressed as part of cultural reform.

Informed contribution to the reform of discipline in the Garda Síochána.

**Appointments**

Continue to enhance and undertake the appointments process for the senior Garda ranks, developing and evolving systems in consultation with the Garda Commissioner and in line with best practice.

Continue to embed consideration of the Code of Ethics, human rights and Garda integrity as elements which are assessed during the recruitment processes at all ranks.

Work with the Garda Síochána HR to ensure alignment and consistency between Authority processes and the development of processes for the recruitment of sergeants and inspectors.

The development and delivery of new competency frameworks for the ranks of Superintendent, Chief Superintendent and Assistant Commissioner in the Garda Síochána.

Timely appointments founded on merit-based, transparent selection systems, compliant with applicable regulatory framework, and considered as fair and impartial both internally in the Garda Síochána and by the public.

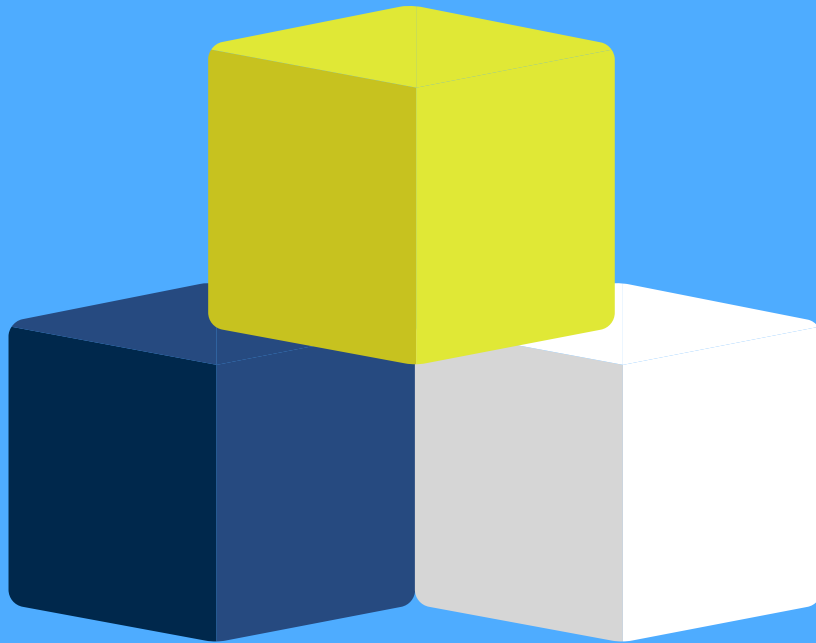
Selection processes are informed by and reflect the centrality of the Code of Ethics, human rights obligations and the issue of Garda integrity.

Garda practice in relation to recruitment is improved.

Strategic Theme

**04**

# Leading through Change



## Desired Outcome



**The Authority has influenced and is prepared for the future policing oversight arrangements and its transition to become the Policing and Community Safety Authority**

## Strategic Objectives

## Actions

## Measures of success

**Drawing on the Authority's experience to inform and influence the consideration and implementation of future policing oversight arrangements**

Proactively engage with and contribute to the legislative process that will set out the statutory framework for policing oversight.

Authority's contributions are made and heard. Existing levels of oversight are maintained, and where possible enhanced, in the public interest.

**Prepare the organisation for transition to the new entity**

Assess current capacity and infrastructure and jointly determine with the Garda Inspectorate the likely future needs of the Policing and Community Safety Authority in terms of skills, governance, ICT and records management systems, policies and processes.

Identify a number of opportunities for collaborative working on an administrative basis that allow for knowledge and skills sharing in preparation for merger with the Garda Inspectorate.

Engage with the departmental steering group to put in place transitional arrangements for the new organisation.

Staffing and resourcing of the new body is appropriate to its statutory functions.

Work identified on an annual basis on which the Inspectorate and Authority collaborate and liaise drawing on their respective competence.

Contribute and advise as part of particular project steering groups.



## Strategic Objectives

## Actions

## Measures of success

**Maintain a culture of high performance during the period of transition to any new working arrangements and to the establishment of the new Authority**

Maintain a focus on business planning and review that sets clear performance expectations aligned with our strategic objectives and statutory obligations.

Continue to develop staff through a comprehensive approach to performance management and learning and development.

Workforce plan in place and implemented and appropriately skilled staff in place, developed and retained.

Maintain an emphasis on frequent and transparent staff engagement and consultation to include all-staff events, periodic surveys and one-to-one engagement to ensure there is clarity around the content, pace and desired outcomes of the change process.

Internal Communications Plan set and reviewed annually.

Undertake a number of staff wellbeing initiatives as well as ensuring that staff are aware of and encouraged to avail of the wellbeing supports in place.

Strategic objectives are delivered to a high standard and in a timely manner.

Organisation remains agile to respond to new oversight priorities that arise.

Evidence of effective staff target setting and performance appraisal for all employees.

Staff report awareness, understanding of and inclusion in the change process being undertaken in line with the organisational culture and values.

Strategic Objectives	Actions	Measures of success
<p><b>Enable effective move to hybrid working in the organisation in line with Government policy</b></p>	<p>Put in place the necessary technology and develop the organisational capacity in terms of policies and the organisational structure and culture needed to support the phased move to and consolidation of hybrid working.</p>	<p>Organisational performance is enhanced.</p> <p>Organisation has met Government policy of enabling flexible working arrangements.</p>
<p><b>Maintain and enhance governance structures and processes to continue to fulfil all statutory requirements</b></p>	<p>Proactive risk management with effective risk identification and mitigation.</p> <p>Maintain, monitor and seek to enhance existing financial, and governance systems in compliance with statutory and governance requirements.</p>	<p>Corporate Governance Framework delivers ongoing compliance with all statutory obligations as reflected in positive third party assessments, including internal and external audit reports</p>

Strategic Theme

**05**

# Informed oversight that engages the public on policing matters



## Desired Outcome



The Authority through research and active listening seeks out a diversity of perspectives on the experience of policing and uses this knowledge to challenge the Garda Síochána to improve policing continually

## Strategic Objectives

## Actions

## Measures of success

**Engage with stakeholder organisations and groups to hear their experience of policing and the experience of the people they represent, in order to inform our oversight work**

Develop and implement an annual Engagement Plan that is reviewed regularly and is capable of responding flexibly to policing issues that arise

The breadth of engagement is relevant, timely and sufficient to inform all key aspects of oversight work.

Evaluation of outreach and engagement is undertaken to inform future strategy.

**Engage with Garda members in stations, specialist units and bureaus to hear and understand their experience of the challenges of policing, policing reform and resourcing**

As above.

Authority assessment and reporting on Garda performance consistently includes a reflection on the experience of Garda members.

## Strategic Objectives

## Actions

## Measures of success

**Undertake, commission, promote and collaborate in research into policing matters, to inform oversight and public awareness of policing matters**

Develop a multi-annual Research Strategy.

Hold an annual event with researchers working in the areas of criminal justice and other relevant fields to promote awareness of key oversight and policing issues and an understanding of how their work might inform oversight with opportunities for funding provided through the Policing Authority Research Bursary Scheme and commissioning of research.

Launch a second Research Bursary Scheme and explore the possibility of operating the Scheme collaboratively with the Garda Síochána.

Research supports and aligns with the strategic themes enabling informed oversight and public understanding of key policing themes.

The development of policing related research is stimulated and promoted, and directed towards the improvement of policing practice and promotion of public awareness of policing matters.

Research Bursary is in place, successful projects are selected and research commenced.

Identification of Bursary themes, adjudication of applications and funding is undertaken collaboratively with the Garda Síochána.

Research is produced that informs oversight, contributes towards the improvement of policing practice while also anticipating future issues in relation to policing.

**Maintain and deepen effective relationships with policing oversight bodies in Ireland and abroad**

Seek out opportunities where oversight priorities are aligned and the sharing of experience, data, information and understanding will advance that work.

Regular engagement with the Garda Inspectorate and Garda Síochána Ombudsman Commission.

Greater collaboration with oversight bodies on a number of common issues that contribute to the improvement of the policing service.

## Strategic Objectives

## Actions

## Measures of success

**Promote public awareness of policing matters and the outcomes of policing oversight**

Develop and maintain a Communications Strategy that is integrated into our oversight work and which leverages opportunities to effectively disseminate information that is accessible, current and encourages discussion and debate on policing.

Optimise 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.

Greater public awareness of the work of the Authority and the outcomes of oversight.

# Our Commitment to Human Rights and Equality

Section 42 of the Irish Human Rights and Equality Act 2014 places a duty on public bodies such as the Authority to eliminate discrimination, promote equality of opportunity and protect the human rights of those to whom they provide services and staff when carrying out their daily work.

As part of its strategic plan, the Authority is required to set out an assessment of the human rights and equality issues it believes to be relevant to its functions and purpose, and the policies, plans and actions in place or proposed to address these issues.

In preparing this strategy, we have assessed our current policies and procedures in the context of relevant domestic legislation and human rights law including the Equal Status Acts 2000-2015, the Employment Equality Acts 2000-2015, the Disability Act 2005 and United Nations Convention on the Rights of Persons with Disabilities (CRPD).

Specifically, we have examined our corporate services, communications and events, customer service, and stakeholder engagement which has become increasingly important in informing our oversight and our understanding of the lived experience of policing.

From this, we have identified the following areas for improvement during the current period:

- Increasing the accessibility and breadth of distribution of our communications to ensure that as many people as possible are enabled to access the outcomes of our work

- Updating our Customer Service Charter and how we respond to enquiries from the public in all its diversity
- Upgrading of our website in line with the European Union (Accessibility of Websites and Mobile Applications of Public Sector Bodies) Regulations 2020
- Expansion of our programme of stakeholder engagement to ensure representatives of all communities and groups in Ireland can share their views and experiences of policing to inform our oversight and ensure that policing serves all parts of the community

The Authority's core function is to oversee the performance of the Garda Síochána in its functions relating to policing services. This includes ensuring that policing services are delivered according to the highest ethical standards and in a manner which vindicates the human rights of each individual. The Authority will continue to situate policing and the performance of the Garda Síochána firmly in the context of the Code of Ethics and its domestic, European and international human rights and equality obligations.



