



Rialtas na hÉireann  
Government of Ireland

## Spending Review 2020

### Designing Performance Indicators in Policing – an International Perspective

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## Executive Summary

- Measuring performance is a key method of evaluating whether or not an organisation is achieving its targets. Measuring performance in policing, however, is a difficult task. Outside variables can dictate the results of a police force's performance, such as the performance of the criminal justice sector as a whole, societal issues and government priorities. The work of police forces is incredibly varied and it can be challenging to report on performance across this broad spectrum.
- Indicators tied to objectives and business plans can tell managers whether an organisation is attaining desired levels of service, and highlights areas where further improvements in performance may be required.
- This paper highlights good practice identified in the literature review and employed in other jurisdictions regarding the selection of suitable performance indicators to measure performance.
- While the recommendations of this paper are primarily aimed at informing DPER publications, i.e. the Revised Estimates Volume and the Public Service Performance Report, it is also envisaged that the recommendations would assist in the formation of a useful reference set of indicators for all policing reporting purposes. The paper aims to assist in informing discussions on developing performance metrics between the Department of Public Expenditure and Reform, the Department of Justice, An Garda Síochána and the Policing Authority.
- This paper includes recommendations on best practices in the design of policing performance indicators (Section 9) and includes a sample set of performance indicators for use by policy makers (Appendix C).

## Key Findings

- Context indicators which provide information on the performance of the wider criminal justice system are not, by themselves, a good measure of policing performance. However, coupled with associated programme indicators they can be a good measure of the effectiveness of policing policy and wider Government policy.
- The literature review has highlighted adverse and unintended consequences of using and publishing performance indicators and includes mitigating strategies to minimise these consequences.
- The Police Service of Northern Ireland (PSNI) and Police Scotland report their performance in a manner similar to that in An Garda Síochána i.e. they use an outcomes based performance framework. Regular performance reports utilising performance indicators, submitted to their Policing Authority equivalent, highlight progress against targets.

- Police forces in England and Wales assess and report their performance in a very different manner (PEEL assessments) which are not translatable to an Irish context due to the fundamental and significant differences in approaches taken.
- The jurisdictions examined place an emphasis on reporting against impact indicators for the most part, with impact indicators making up the majority of other indicators used.
- The importance of data quality and provision was highlighted as being a key enabler of performance reporting in the literature review by the European Commission (2013), Smith (1995) and the Scottish Police Authority (2019).

### **Recommendations**

- Good practices for designing and selecting performance indicators to measure policing performance, as noted in the literature review and from the jurisdictions examined, include:
  - the indicator definition should be closely linked to a policy or programme objective,
  - indicators should be measured regularly,
  - indicators should have quantifiable, accurate and reliable data,
  - indicators should be developed primarily for areas that have significant implications in terms of decision making and should align to policing strategies,
  - there should be an emphasis on impact indicators which best demonstrate the effects of policing policies,
  - performance indicators should be reported in a manner that allows trend analysis, and
  - the PEEL assessment places a focus on efficiency. Indicators could be used that would correspondingly measure efficiency for an Irish context.
- Other recommendations for designing and selecting performance indicators that have been noted by the author are as follows:
  - The targets against which the indicators are measured must be selected carefully and with input from the relevant stakeholders.
  - Indicators should be written in simple language, without the use of jargon or acronyms that may be unknown by the average reader.
  - Corresponding contextual text should be included, where appropriate, which will link positive or negative results with the inputs and outputs that resulted in these impacts.
  - The choice of indicators should not be influenced by the anticipated trend an indicator will follow.
- A sample set of indicators has been produced (Appendix C) for consideration and use by policy makers in the Department of Public Expenditure and Reform, the Department of Justice, An Garda Síochána and the Policing Authority.

## 1. Introduction

### 1.1 Background and the Policy Context

Measuring performance is key to evaluating whether or not an organisation is achieving its targets. These targets will vary from sector to sector; the aims of a public sector organisation may vary greatly to that of a private sector organisation. Even within a sector the *raison d'être* of the organisation will dictate what “success” looks like. While growth in revenue may be important to a commercial entity, turning a profit or reducing spending should not necessarily be the concern of a non-commercial or public entity. It may be more beneficial to track the efficiency in the deployment of resources, the outcomes achieved and other indicators specific to that organisation that may highlight good practice e.g. increasing the public’s satisfaction with the service provided.

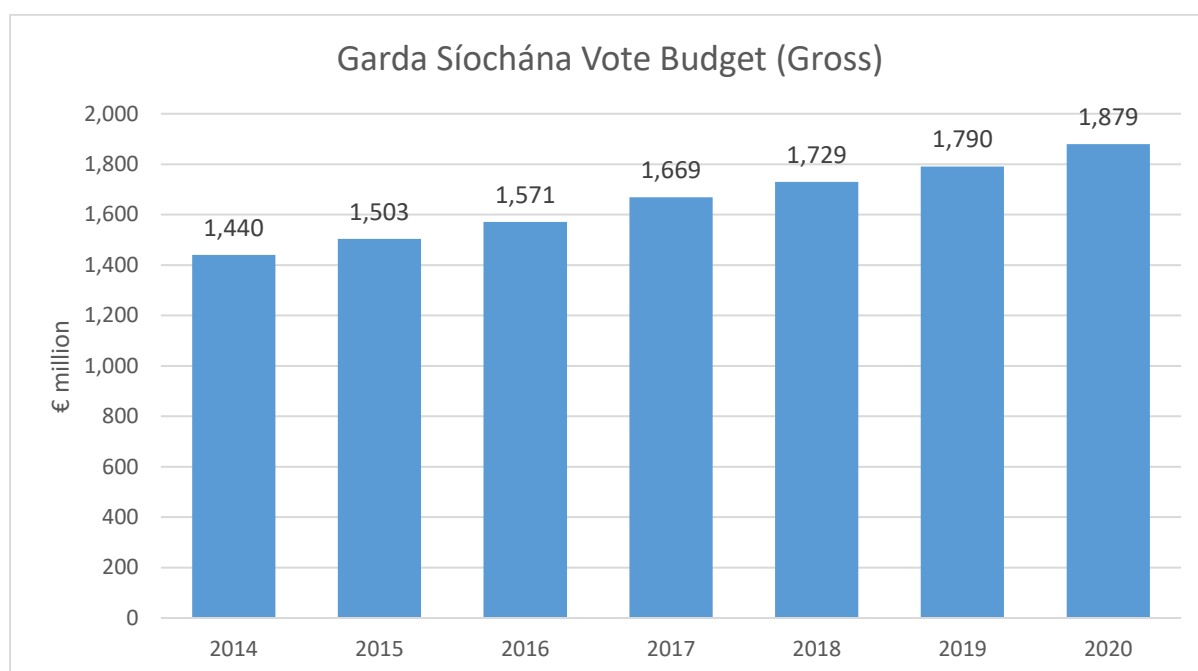
In and of themselves performance indicators will not improve the quality of the service provided by an organisation but they do serve as a useful signal of good practice. Standardised practices and good data quality will allow trend analysis over periods of time and accurate comparisons with other organisations and jurisdictions.

The 2019 spending review, *“Towards a Framework for Multi-Annual Budgeting: Considerations for An Garda Síochána”* highlighted the importance of performance indicators as a means of accessing an organisation’s level of performance. Performance budgeting and the use of performance indicators were particular prerequisites that were noted as requiring further development for the advancement of multi-annual budgeting in An Garda Síochána. A spending review examining the use of performance indicators is a useful next step in progressing multi-annual budgeting and financial capability reforms in An Garda Síochána.

Another motivation for the choice of this spending review topic was to further inform the discussions that take place each year between the Department of Justice, the Department of Public Expenditure and Reform and An Garda Síochána regarding the Revised Estimates Volume and the Public Service Performance Report. In both of these publications a limited selection of indicators are chosen to summarise the performance of An Garda Síochána over the previous year. This paper will contextualise discussions on the most appropriate selection of indicators to be represent performance in An Garda Síochána over the preceding year.

## 1.2 Performance Indicators in Policing

The resources provided each year to An Garda Síochána are considerable. By the end of 2020 the number of Garda members will be circa 14,500 (headcount), Garda staff numbers will be over 3,000 (whole time equivalent) and expenditure will reach circa €1.9 billion. Figure 1.1 below shows the change in the Garda Vote budget over the last 7 years since the low of 2014 after the post-2008 economic downturn. The graph below shows that this budget has been increasing steadily at an average rate of 4.5% each year.



*Figure 1.1 - Gross Garda Vote budget 2014-2020 (current + capital)*

Carefully selected, accurate and easily interpreted performance indicators provide stakeholders with reassurance that the often significant investment is achieving value for money. Transparent and accessible reports targeted at citizens can likewise aid in confidence building and provide information in a digestible form.

Appropriately designed performance indicators can be used as gauges to highlight areas where performance is attaining desired levels, and equally in highlighting areas where further improvements in performance may be necessary.

Devising a limited set of indicators that can adequately display performance across the array of work carried out by police forces is a difficult task. Typically, police forces have an extensive remit, ranging from arresting and charging criminals, to welfare checks and improving community relationships. This

necessarily calls for a multidimensional approach to measuring performance. There are intrinsic risks of perverse incentives and important aspects of policing can be difficult to measure.

It is also acknowledged that a degree of flexibility is required regarding the assessment of policing performance due to the particular challenges associated with delivering front line services, particularly where policing needs and priorities may change over the course of a given year. This serves to highlight the importance of contextual information to accompany performance indicator metrics which will provide further information to help explain identified anomalies, where they may occur.

The policing reform plan *“A Policing Service for the Future”*<sup>1</sup>, based on the report of the Commission on the Future of Policing in Ireland, is now in its second year. The implementation of a reform plan of this scale and ambition will have a direct impact on nearly every aspect of the organisation. This presents an opportunity for the further development of performance indicators in AGS and for the increased usage of these indicators to inform management decisions. Priority actions for delivery under the reform plan, such as a fully costed policing plan and improvements to financial and budgeting capability, require further improvements in policing performance indicators. This would also enhance accountability to communities, and serve to clearly communicate the benefits of policing as investment in An Garda Síochána continues to increase.

## 2. Methodology and Scope

The key information sources for this paper are:

- International literature on performance indicators generally and policing performance indicators, with a particular focus on the jurisdictions which are the most directly comparable to Ireland: Northern Ireland, Scotland, England and Wales.
- Relevant publications and data sets from An Garda Síochána and the Policing Authority such as the annual policing plans, monthly performance reports measuring progress against the policing plan, and the biannual assessments of policing performance.

The methodology adopted for the Spending Review was:

- Review literature concerning the use of performance indicators

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<sup>1</sup> <https://www.gov.ie/en/campaigns/065724-policing-reform/>

- Identify good practices in the selection of performance indicators to measure performance in police forces, with reference to the examination of four international case studies.
- Examine the suitability of different categories of indicators for measuring policing performance.
- Consider whether some of the practices, or aspects of the practices which are working well in other jurisdictions, may be suitable for implementation in an Irish context.
- Make evidence based findings which will assist policy makers in the selection of indicators for publications such as the Revised Estimates Process and the Public Service Performance Report.

### 3. Definitions

The European Commission (2013, p. 84) define an indicator as *“the measurement of an objective to be met, a resource mobilised, an effect obtained, a gauge of quality or a context variable.”* An indicator produces quantified information with a view to helping those concerned with public interventions to communicate, negotiate or make decisions. **Performance indicators** are that category of indicators that can be used to evaluate the success of an activity, programme or organisation. This evaluation is often against a set of targets or objectives.

Boyle (2005, p. 5-6) proposed the following definitions for the various categories of indicators. Examples of indicators that are applicable to An Garda Síochána are included for information.

- **Input indicators** cover the resources consumed for a particular activity, such as current and capital expenditure, stock consumed, or the number of Garda staff/members working on a programme.
- **Activity indicators** show the things done by people in the course of delivering activities or programmes. For example, consultation meetings held, visits to sites. There is a degree of overlap between activity and output indicators, in some literature these indicators are combined, so in this paper only output indicators will be referred to.
- **Output indicators** measure the products or services directly produced by an organisation. For example, the number of Mandatory Intoxication Tests performed, parliamentary questions answered, protective service units established or the hours of enforcement of Go Safe cameras.
- **Impact indicators**, also called outcome indicators, focus on what happens as a result of the output; the events or changes in conditions/behaviour/attitudes that arise. For example,



reducing the number of individuals driving over the alcohol limit, reducing road deaths where intoxication was a factor or improving public attitudes about the effectiveness of policing.

It is also important to note the difference between context and programme indicators, two subcategories of impact indicators. As also stated by Boyle (2005, p. 8):

- **Context indicators** apply to the entire territory, sector, population or category of population that an intervention is concerned with. For the purposes of this paper context indicators will generally refer to indicators for the Criminal Justice system, which comprises policing but also public prosecution, the courts service, the prisons service and the probation service.
- **Programme indicators** are targeted at the direct or indirect effects of an individual programme e.g. creating a safer community or reducing criminal activity in an area.

Useful context indicators to track might be convictions as a percentage of detections of a crime or recidivism rates. While worthwhile to measure, these context indicators are best as a measure of the performance of the Criminal Justice system as a whole and by themselves are not necessarily a good measure of An Garda Síochána performance. Bearing this in mind, context indicators can be used to examine and contrast with associated programme indicators and they can be a good measure of the effectiveness of wider Government policy in the area, as poverty, unemployment and other factors can have a major impact on crime rates and the effectiveness of policing.

## 4. Designing Performance Indicators

### 4.1 Characteristics of Good Indicators

The European Commission (2013, p. 85) in their guide to the evaluation of socio-economic development have included a section on designing a performance indicator system that is applicable to a variety of sectors, including policing. They recommend that indicators have the following characteristics:

- i. The indicator definition is closely linked to a policy or programme objective. (Indicators are most helpful when objectives have been specified in terms of targets or milestones that apply to the definition of the indicator).
- ii. The indicator is measured regularly. It is helpful to have time series information where the precise indicator definitions have been applied consistently. Ideally data should be available from prior to the adoption or implementation of the intervention, however, interventions will often require new data to be collected.
- iii. Steps are taken to ensure data gathered is reliable.

In addition, further best practice guidelines when designing performance indicators is provided by Boyle (2005, p. 20):

- iv. The indicators selected should cover a sufficiently large proportion of the programme measures; at least 75% of planned expenditure. (It is recognised that this principle may be difficult or inappropriate to apply to the Garda Vote as a whole as the vast majority of the budget is non-discretionary, such as pay and superannuation. However this principle should be applied to individual subheads and spending lines e.g. overtime.)
- v. The system should consist of a good balance between indicators in the different categories, namely outcome and impact indicators.
- vi. The system of indicators should be simple, reflecting managers' capacity to absorb information.
- vii. The relevance of the system implies that the indicators are developed primarily for areas that have significant implications in terms of decision making, such as activities with a large budget, or key strategic themes.

#### 4.2 Policing Performance Indicators by Type and their Limitations

The most common types of policing performance indicators used internationally and in Ireland, as referenced by Sparrow (2015), Davis (2012), Hodgkinson et al. (2019) and as noted by the author are given below, along with the category of indicator that these usually fall into. Typically these indicators will be presented as comparisons against an immediately preceding time period.

- i. **Resource inputs** e.g. number of new recruits, total police workforce, new vehicles, capital and current expenditure (*input indicator*)
- ii. **Response times and emergency call answering times** (*output indicator*)
- iii. **Measures of productivity** e.g. numbers of arrests, number of vehicle checkpoints, fixed charge penalty notices issues, vetting application processed (*output indicator*)
- iv. **Crime rates** i.e. number of crimes recorded (*impact indicator*)
- v. **Detection rates** i.e. the number of crimes where a suspected offender has been identified and sanctioned divided by the total number of crimes recorded (*impact indicator*)
- vi. **Conviction rates** i.e. the number of crimes where a conviction is obtained divided by the number of detected crimes (*impact indicator*)
- vii. **Recidivism or repeat victimisation rates** i.e. the rate of reoffending of convicted criminals or the rate of repeated criminal victimisation (*impact indicator*)
- viii. **Public attitude surveys** to assess "customer" satisfaction (*impact indicator*)

Sparrow (2015), Davis (2012) and Hodgkinson et al. (2019) highlight some of the limitations of each indicator type:

- Type (i) are input indicators, they should be avoided when it may be more appropriate to display outputs or impacts, such as in the REV and Public Service Performance Report, as do not add value to discussions about what has been achieved.
- Types (ii) and (iii) are useful in showing that police are responding to calls quickly and doing a lot of work, but reveal little about whether they are working intelligently, using appropriate methods or having a positive impact.
- Types (iv) - (vi) tend to be the indicators that get most publicity but these crime statistics have their limitations. As noted by Sparrow (2015) these limitations include: control of crime is just one of the many missions that a police force has; focusing on reported crime overlooks unreported crimes; comparisons with prior time periods affords a short-term perspective devoid of context such as societal issues; and a focus on crime rate reductions does not consider the costs or side effects of the strategies used to achieve them. Hodgkinson et al. (2019) notes that these indicators tend to focus on particular kinds of crime (e.g. public order, interpersonal violence, property crime) while failing to adequately address arguably more serious crime categories (e.g. white-collar crime, corporate crime, fraud, or cybercrime).
- Type (vi - vii) are context indicators and as previously mentioned these indicators might be more appropriately interpreted as a measure of the performance of the criminal justice sector and wider government policy than specifically measuring policing performance alone.
- Type (viii), public attitude surveys, are relevant but it is important that the questions asked are standardised over time. Sparrow (2015) states *“general questions on “favourable views,” “confidence,” or “trust” provide nothing more than a general sense of the public’s satisfaction with the police. More specific questions need to be asked in order to understand what it is that the citizens are satisfied or dissatisfied with.”* Public attitude surveys are covered in more detail in section 4.4.

The indicator types above have limitations, but that is not to say that they should not be used. For example, there may be occasions where it might be appropriate to contrast input indicators with output or impact indicators to show what has been delivered for a certain input. When standardised and compared over time periods, with the relevant context understood, these various types of indicators can be used very effectively to measure performance as part of a basket of indicators (explained further in Section 4.3).

### 4.3 Potential Pitfalls of Performance Indicators

There are circumstances under which the interpretation of performance indicators and consequential actions can fail to produce the desired result. The potential for such detrimental effects needs to be guarded against and should be to the forefront when designing and implementing performance indicators.

Smith (1995, p. 283-301) identified the following eight unintended consequences of publishing performance data in the public sector:

- i. **Tunnel vision:** concentration on activities measured by indicators to the detriment of other areas not measured.
- ii. **Suboptimisation:** the pursuit of narrow local objectives by managers at the expense of the objectives of the organisation as a whole where organisational objectives may conflict or adversely impact the achievement of local objectives.
- iii. **Myopia:** the pursuit of short term targets at the expense of legitimate long term objectives that might not be captured currently in performance indicators e.g. organisational reforms.
- iv. **Measure fixation:** pursuing strategies which enhance the reported measure rather than further the associated objective.
- v. **Misrepresentation:** the deliberate manipulation of data so that reported behaviours does not reflect actual behaviour.
- vi. **Misinterpretation:** inaccurate inferences about performance even if the available data is a perfect representation of reality. For example, an increase in the detections of a particular category of crime may be as a result of the increasing prevalence of this crime, increased enforcement resulting in greater detection rates, or increased reporting from victims.
- vii. **Gaming:** the deliberate manipulation of behaviours to secure strategic advantages e.g. minimising productivity improvements in one year as reported improvements may result in increased expectations for future years.
- viii. **Ossification:** Aversion to innovation as innovating may have a detrimental effect on maintaining current performance targets.

Smith (1995, p. 304) proposes a number of strategies to minimise these unintended consequences including:

- Involving staff at all levels in the developments and implementation of performance indicators.

- Retaining flexibility in the use of performance indicators, and not relying on them exclusively for control purposes.
- Seeking to quantify every objective, however indefinable it may be.
- Keeping the performance indicator system under constant review.
- Maintain careful audit of the data.

Davis (2012, p. 4) speaks to the danger of relying on individual performance indicators where there is any ambiguity in what they convey. As stated in his paper *“an indicator should rarely be used on its own. To interpret changes in ambiguous indicators, you should always use a group or “basket” of indicators relating to the same policy objective. Baskets of indicators provide a more valid, reliable, and rounded view of policy progress.”* It can be seen from a consideration of the relevant academic literature that in order to examine performance more accurately a mix of impact indicators, and output indicators where relevant, should be used. Such an approach ensures that the selected measures give an accurate portrayal of actual performance.

#### 4.4 Public Attitude Surveys and Victims’ Experience

Operational performance indicators comprise the majority of indicators used to measure performance in policing. Public attitude surveys present an additional measure that complements more traditional indicators such as crime rates and measures of productivity.

The public’s level of satisfaction with the police is complex and is often difficult to quantify. Maslov (2015) highlights the importance of standardised questions to facilitate trend analysis and comparisons across time and place. The benefits of public attitude surveys, as highlighted by Davis (2012) and Maslov (2015), include:

- they provide a quick indicator for the overall support for police among the public;
- they carry implications for the support the public give to police work; and
- they provide a clearer measure of the perceived integrity and performance of the police by the public than output indicators can.

Another important area that warrants performance evaluation is the experience of victims of crime. The Policing Authority has stated, in its *‘Assessment of Policing Performance 2019’* (2020, p. 14), that it has commissioned research to examine victims’ experience of An Garda Síochána. The findings and any recommendations of this research would appear to be an additional and useful source of

information for developing its approach to victims' experience indicators. It also seems reasonable to assume that the use of victims' experience indicators will complement the Public Attitude Surveys.

Any decrease in the perceived legitimacy of the police could potentially lead to non-compliance with the authority of the police and to increased crime rates. It can therefore be seen that Public Attitude Surveys have an important role to play in measuring performance.

## 5. An Garda Síochána and the Policing Authority

This section will consider how the annual performance plan is developed by An Garda Síochána and the Policing Authority and how organisational performance is measured. It will also examine the performance indicators used by An Garda Síochána for the 2020 Policing Plan.

### 5.1 The Policing Plan and Performance Reports

In Ireland a performance plan, known as the **Policing Plan**, is published annually<sup>2</sup>. The Plan sets out An Garda Síochána's policing commitments for the year with accompanying targets by which achievement will be measured. The Policing Plan 2020 is the second of three annual plans designed to implement the An Garda Síochána's multi-annual **Statement of Strategy 2019-2021**<sup>3</sup>.

The Policing Plan is developed by An Garda Síochána and is subject to approval by the Policing Authority, an independent external body, with the consent of the Minister for Justice. The Policing Authority also reviews performance against the objectives of the Policing Plan. Monitoring and assessment of progress against the Policing Plan is primarily conducted by way of monthly meetings between An Garda Síochána and the Policing Authority and via monthly Policing Plan performance reports. The monthly reports provide the latest indicator figures to measure against the targets set out in the Policing Plan. Other means of monitoring progress include the quarterly public attitude surveys, reported and detected crime figures, the Commissioner's Monthly Report to the Policing Authority and relevant reports from other third parties, such as the Garda Síochána Inspectorate and the Central Statistics Office.

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<sup>2</sup> Latest An Garda Síochána Policing Plans can be found at - <https://www.garda.ie/en/About-Us/Publications/Policing-Plans/Planning/National-An-Garda-Siochana-Policing-Plans/>

<sup>3</sup> <https://www.garda.ie/en/about-us/publications/policing-plans/strategy/garda-strategy-statement-2019-2021-2-1-20.pdf>

## 5.2 Policing Authority Assessment of Policing Performance

The Policing Authority prepares two assessments of policing performance each year; one is prepared mid-year while the Policing Plan is still active, and one is prepared after the end of the year when the Policing Plan period is complete. These assessments focus on An Garda Síochána's achievement of the initiatives set out in the Policing Plan, progress against strategic crime and public perception targets, and the broader, thematic challenges faced by the organisation.

The latest full year assessment, the **'Policing Authority Assessment of Policing Performance 2019,'**<sup>4</sup> was published in March 2020. Some of the Authority's comments on performance indicators which are especially relevant to this paper are:

- Crime rates and detections are being reported on a trend basis (which state if they are increasing/decreasing compared to the previous year) rather than on a "this year vs last year basis" which would allow comparisons of rates and detections over a number of years. This author's view is that it is important that comparison of indicators across a number of years is possible. This would necessitate a certain level of consistency among indicators chosen over time to allow this trend analysis.
- The Policing Authority also stated that *"it is hard to see how the results generated in the year link to all the activity and investment that the Authority knows has taken place"*. The Authority further stated that An Garda Síochána place more of a focus on inputs rather than outputs or impacts garnered from these inputs.

## 5.3 Policing Plan 2020

As already outlined in Section 5.1 the 2020 An Garda Síochána Policing Plan is the second of three policing plans that will implement the Garda Síochána Strategy 2019-2021. Over the timeframe of the strategy, the performance of AGS will be demonstrated by statistically significant improvements decreases in each of the four areas given in Table 5.1.

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<sup>4</sup> [https://www.policingauthority.ie/assets/uploads/documents/Policing\\_Performance\\_Report\\_2019\\_FINAL.pdf](https://www.policingauthority.ie/assets/uploads/documents/Policing_Performance_Report_2019_FINAL.pdf)

Table 5.1 - Indicators under Policing Plan 2020

1. Attitudinal Measure		Category
<p><b>Increased</b></p> <ul style="list-style-type: none"> <li>Proportion of respondents who report AGS listen to the concerns of local people (<i>impact indicator</i>)</li> <li>Proportion of respondents who report having a medium to high trust in AGS (<i>impact indicator</i>)</li> <li>Proportion of respondents who state Gardaí in the area treat everyone fairly regardless of who they are</li> <li>Proportion of respondents who state AGS is well managed (<i>impact indicator</i>)</li> <li>Proportion of respondents for whom fear of crime has no impact on quality of life (<i>impact indicator</i>)</li> <li>Proportion of respondents who are aware of Garda patrols (<i>impact indicator</i>)</li> <li>Proportion of respondents who perceive AGS as effective in tackling crime (<i>impact indicator</i>)</li> <li>Proportion of respondents who perceive AGS as community focused (<i>impact indicator</i>)</li> <li>Proportion of respondents who report satisfaction with local Garda Service (<i>impact indicator</i>)</li> <li>Proportion of victims who are quite satisfied or very satisfied with how AGS handled their case (<i>impact indicator</i>)</li> </ul> <p><b>Reduced</b></p> <ul style="list-style-type: none"> <li>Proportion of respondents who perceive crime as a serious or very serious problem locally (<i>impact indicator</i>)</li> <li>Proportion of respondents who perceive AGS do not deal with things that matter in the community (<i>impact indicator</i>)</li> </ul>		Impact Indicators
2. Numeric Targets Relating to Crime and Detections		Category
<b>Crimes Against the Person</b>	<p>Rate per 100,000 persons for the following ICCS offence types</p> <ul style="list-style-type: none"> <li>Homicide offences</li> <li>Attempts or threats to murder, assaults, harassments and related offences</li> <li>Endangerment with potential for serious harm/death</li> </ul> <p>Offences against the person completed as detected</p> <ul style="list-style-type: none"> <li>Homicide offences</li> <li>Attempts or threats to murder, assaults, harassments and related offences</li> <li>Endangerment with potential for serious harm/death</li> </ul>	Impact Indicators
<b>Crimes Against Property</b>	<p>Rate per 100,000 persons for the following ICCS offences types</p> <ul style="list-style-type: none"> <li>Robbery, extortion and hijacking offences</li> <li>Burglary and related offences</li> <li>Theft and related offences</li> <li>Criminal Damage</li> </ul>	
<b>Sexual Offences</b>	<ul style="list-style-type: none"> <li>Number of Sexual Offences reported</li> </ul>	
<b>Crimes Against the Person</b>	<p>Offences against the person completed as detected</p> <ul style="list-style-type: none"> <li>Homicide offences</li> <li>Attempts or threats to murder, assaults, harassments and related offences</li> <li>Endangerment with potential for serious harm/death</li> </ul>	
<b>Crimes Against Property</b>	<p>Offences against the person completed as detected</p> <ul style="list-style-type: none"> <li>Homicide offences</li> <li>Attempts or threats to murder, assaults, harassments and related offences</li> <li>Endangerment with potential for serious harm/death</li> </ul>	
<b>Drugs Detections</b>	<ul style="list-style-type: none"> <li>Number of sale and supply offences completed as detected</li> </ul>	
<b>Sexual Offences</b>	<ul style="list-style-type: none"> <li>Sexual offences completed as detected</li> </ul>	Impact Indicators
<b>Lifesaver Offence Detections</b>	<ul style="list-style-type: none"> <li>Speeding offences</li> <li>Driving with intoxicant offences</li> </ul>	



	<ul style="list-style-type: none"> <li>• Seatbelt offences</li> <li>• Mobile phone offences</li> </ul>	
<b>MIT Breath Tests conducted</b>	<ul style="list-style-type: none"> <li>• Tests performed at MAT/MIT checkpoints</li> </ul>	Output Indicator
<b>Road Safety</b>	<ul style="list-style-type: none"> <li>• Road deaths</li> <li>• Serious injuries</li> </ul>	Impact Indicators
<b>3. Victim Engagement Targets</b>		<b>Category</b>
<b>Increase the average recorded victim contacts per complete Incident</b>	<ul style="list-style-type: none"> <li>• The number of contact entries in the Victim Engagement screen of the identified victims.</li> <li>• The percentage of 'in-person', 'phone-call' or other appropriate contact entries made within 7 days in the Victim Engagement screen of the identified victims of domestic abuse.</li> </ul>	Output Indicators
<b>4. Data Quality Targets</b>		<b>Category</b>
<b>Increase the percentage of Incidents reviewed on time</b>	<ul style="list-style-type: none"> <li>• % of Incident in the status Active or Inactive with Review Date where the review date is not missing or the review date is overdue by more than 7 days.</li> </ul>	Output Indicators

Of the 41 indicators only 4 are classified as output indicators and the rest are impact indicators. The use of a large number of impact indicators is welcome. However, as part of AGS's performance reporting it would be beneficial to see contextual text included, where appropriate, which would link positive or negative results with the inputs and outputs that resulted in these impacts. For example, the inclusion of a paragraph of text to accompany an indicator may explain performance variations and will help readers and other relevant policymakers or stakeholders interpret actual performance against the indicator.

## 6. Police Forces Internationally

### 6.1 International Comparisons

International comparisons are technically complex as it is difficult to achieve comparability. Various judgements and methodological assumptions have to be made to ensure that comparisons across national boundaries are made on a like-for-like basis. An initial literature review to identify countries of interest for the purposes of this paper concluded that selecting comparators from the United Kingdom was the most appropriate methodological choice for the reasons outlined below. Furthermore, this initial review did not identify practices in other parts of the world that seemed feasible for application in Ireland due to the differences in the societal and administrative contexts in which the police forces in other jurisdictions operated.

Police forces worldwide vary enormously in their organisational structure, their scale, their legislative foundation and powers, and their objectives. What might work in one jurisdiction will not necessarily

translate directly to another. This can be due to fundamental differences in the powers vested in the forces, governing legislation, contrasting objectives, cultures or organisational structure.

However, useful comparisons can still be drawn between police forces where these differences are recognised. The police forces in Northern Ireland and Scotland, the Police Service of Northern Ireland (PSNI) and Police Scotland, were identified as suitable comparator countries due to similar sizes in terms of police members and staff, population, number of regions and divisions, staffing structure, budget, commonwealth origin, legislative foundation and geographical location. These forces also have very similar strategic goal setting, performance management and accountability frameworks to Ireland. While the PSNI and Police Scotland are similar in many ways there are some differences in their use of performance indicators which warranted examination of both jurisdictions.

The 43 regional police forces in England and Wales are less comparable to An Garda Síochána, however, it is worthwhile examining their approach to performance measurement to contrast the differing approaches that are adopted by police forces. The objectives of policing are quite often very similar, even if the methods of attaining these objectives and measuring progress differ.

## 6.2 Northern Ireland

### 6.2.1 Setting Performance Targets

In Northern Ireland a multi-annual **Policing Plan** is produced on a semi-regular basis. The form and purpose of this Policing Plan is similar to the multi-annual Statement of Strategy produced by An Garda Síochána, to set out objectives for policing for the coming years. A Policing Plan has been produced for the years 2020-2025 as well as an accompanying **Annual Performance Plan**, which sets out how performance against the Policing Plan will be measured and how continuous improvement arrangements are to be implemented. The Annual Performance Plan has a similar role to the annual Policing Plan produced by An Garda Síochána. These documents are developed by the Northern Ireland Policing Board, which has a role analogous to the Policing Authority, in conjunction with the Police Service of Northern Ireland (PSNI).

### 6.2.2 Reviewing Performance

Similar to the approach taken by An Garda Síochána in Ireland, the PSNI produce regular performance summary reports for the Service Executive Board and the Northern Ireland Policing Board. These reports provide an assessment of police performance against the Policing Plan outcomes for that year using the indicators agreed during development of the plan. The Northern Ireland Policing Board then

publish a retrospective performance summary in respect of the previous year, similar in fashion to those published by the Policing Authority.

### 6.2.3 Indicators under the Policing Plan

The Policing Plan 2020-2025 sets out the three agreed outcomes for policing and the accompanying Annual Performance Plan 2020/21 sets out the indicators and measures<sup>5</sup> the Board uses to assess progress against the outcomes. In consultation with the PSNI the Board sets objectives and targets to be achieved. The 3 outcomes and the associated 9 indicators and 11 measures are given in table 6.1 below.

*Table 6.1 - Outcomes and Indicators – PSNI Policing Plan 2020-2025*

<b>OUTCOME 1: WE HAVE A SAFE COMMUNITY</b>	
<b>Indicator</b>	<b>Measures</b>
1.1 Fewer repeat victims of crime	1.1.1 Repeat victimisation rate and report on initiatives to support repeat victims with a focus in 2020/21 on victims of (i) Domestic Abuse, (ii) Child Sexual Abuse and Exploitation (CSAE) and (iii) Hate Crime.
1.2 Fewer repeat offenders of crime	1.2.1 Repeat offending rate and report on initiatives to reduce repeat offenders with a focus on Domestic Abuse in 2020/21.
	1.2.2 Repeat offending of Organised Crime Groups (OCGs) and paramilitary organisations
1.3 People in all communities feel safe	1.3.1 Number of people in Northern Ireland who feel safe in their local area, local high street or town centre, and own home.
	1.3.2 Rate of places repeatedly victimised.
1.4 Crime rates and trends showcase an effective police response	1.4.1 Benchmark PSNI crime rates against previous PSNI levels and other most similar police services.
<b>OUTCOME 2: WE HAVE CONFIDENCE IN POLICING</b>	
<b>Indicator</b>	<b>Measures</b>
2.1 The level of public confidence in policing	2.1.1 Number of people in Northern Ireland who are confident that PSNI is accessible, visible, responsive and victim focused.
2.2 The level of satisfaction with the service received	2.2.1 Number of victims who are satisfied with the service they have received.
2.3 The representativeness of the police service	2.3.1 Improve representativeness of the service across ranks, grades and departments by gender and community and socio-economic background.
2.4 Delivery of effective crime outcomes	2.4.1 Levels of crime outcomes to identify and respond to areas of concern in outcomes statistics, with a particular focus on domestic abuse in 2020/21.
<b>OUTCOME 3: WE HAVE ENGAGED AND SUPPORTIVE COMMUNITIES</b>	
<b>Indicator</b>	<b>Measures</b>
3.1 Police, in partnership with local communities, including PCSPS, identify and deliver local solutions to local problems.	3.1.1 In collaboration with the community deliver the commitments outlined in the Local Policing Review.

<sup>5</sup> The use of the terms indicators and measures here may be confusing to the reader. Some “measures” in this Northern Ireland context would need to be based on more than one individual performance indicators. A “measure” can be thought of as a grouping of performance indicators.

#### 6.2.4 Analysis of Performance Indicators

It is worthwhile to note that in the PSNI Policing Plan 2020-2025 there has been a consolidation of the number of measures used to track performance, from the 25 measures in the 2017-2018 Policing Plan to 11 in the 2020-2025 Plan. We can analyse the indicators as presented in table 6.1 to break them down by category (input, output, impact) and by type (the eight types defined in section 4.2).

- 10 of the 11 measures are all impact indicators, bar measure 3.1.1 which is an output indicator.
- Measures 1.1.1, 1.2.1, and 1.2.2 are type vii - recidivism or repeat victimisation rates.
- Measures 1.3.1, 2.1.1 and 2.2.1 are type viii – public attitude surveys.

#### Northern Ireland – Key Findings

- The 2020-2025 Policing Plan employs 11 “measures” to gauge progress against the Plan. A number of performance indicators and metrics would be required to track each “measure” but the action of grouping them under one individual “measure” is a succinct and easily interpreted method of reporting performance.
- 10 of the 11 “measures” are impact indicators. This focus on impact indicators, in particular context indicators as discussed previously in section 3, provides a good measure of the performance of the wider criminal justice system but might not be the best method of measuring policing performance. Coupled with the correct policing performance indicators they can be a good measure of the effectiveness of policing policy and wider Government policy.
- Input indicators do not feature as one of the 11 “measures”.
- The “measures” cover a wide range of indicator types; 3 of the 11 are type vii - recidivism or repeat victimisation rates; 3 are type viii – public attitude surveys; and 2 are type iv – crime rates.
- Some good examples of indicators, some of which are context indicators, not currently reported by An Garda Síochána in DPER publications such as the Revised Estimates Volume and the Public Service Performance Report include:
  - representativeness of the police service across the service by gender, community and socio-economic background,
  - repeat offending rate (recidivism)
  - repeat victimisation rate,
  - benchmarking crime rates against historical crime data and data from other jurisdictions.

## 6.3 Scotland

### 6.3.1 Setting Performance Targets

Similar to the structures found in Ireland and Northern Ireland, in Scotland a **Police Plan** is produced on an annual basis by the Scottish Police Authority. The latest iteration is the Annual Police Plan 2020/21 and it is aligned to a 3 year **Strategic Police Plan**.

The outcomes and priorities included in the Police Plan published by the Scottish Police Authority stem from the **Strategic Police Priorities** set by Scottish Ministers and which are developed following a public consultation. Local policing divisions then prepare local police plans which describe the priorities and policing arrangements for each of Scotland's local authority areas, based on engagement with local partners.

### 6.3.2 Reviewing Performance

Delivery against the annual Police Plan is reported in quarterly performance reports submitted to the Scottish Police Authority by Police Scotland and based on a **Performance Framework** to ensure Police Scotland's performance approach is standardised and outcome focused. It describes how Police Scotland and the Scottish Police Authority will monitor and measure progress on priorities for policing and strategic outcomes. Quarterly progress against the Police Plan is measured by way of 149 individual indicators. A full list of the 149 indicators is included in Appendix A.

### 6.3.3 Analysis of Performance Indicators

The 149 indicators are broken into the five strategic outcomes given in section 6.3.1 and 27 sub-outcomes. A review of the category (input, output, impact) of each of the 149 indicators reveals the following (see Appendix A for more information):

- 8 input indicators
- 48 output indicators
- 93 impact indicators.

The 8 input indicators related mostly to funding, the fleet and facilities. The output and impact indicators were divided between the 5 strategic outcomes.

### 6.3.4 Data Quality

Data quality and provision remains a key priority for Police Scotland. They have stated previously *"Adequate data provision remains a key challenge to our aspirations for new and insightful performance measures, which will evolve in the short, medium and longer term, in line with ICT*

*improvements. Investment in sufficient resources and capability is also needed to ensure the continuous improvement of our planning and performance approach and delivery of products of the required quality” (Scottish Police Authority, 2019).*

#### Scotland – Key Findings

- As is the case in Northern Ireland, in Scotland the majority of indicators used to measure police performance are impact indicators, circa two thirds of the indicators.
- Only 8 of the 149 indicators are input indicators, a similarly low figure to Northern Ireland.
- The number of indicators for which data is collated is extensive when compared with Ireland and Northern Ireland.
- Due to the extent of the indicators, 149, it poses a useful template from which to consider potentially useful indicators for use in AGS.
- Indicators are grouped under one of the 27 sub-outcomes which are in turn group under one of the 5 strategic outcomes. This method of grouping the indicators is a user friendly and logical way of presenting the large number of indicators captured.
- There are 22 indicators in total that measure the workforce’s wellbeing, development, and demographics. These categories of indicators are not captured to the same extent in Ireland or Northern Ireland.
- Data quality has been highlighted as a key priority by the Scottish Police Authority.

## 6.4 England and Wales

### 6.4.1 PEEL Assessments

England and Wales have 43 regional police forces unlike Ireland, Northern Ireland and Scotland which have a single centralised police force. In England and Wales the method of measuring police performance which contrasts with the similar methods used elsewhere on the islands.

Annual **Police Effectiveness, Efficiency and Legitimacy (PEEL) assessments** are carried out by Her Majesty's Inspectorate of Constabulary and Fire & Rescue Services (HMICFRS). The three pillars under which the assessments are based consider how police forces keep people safe and reduce crime (how **effective** a force is), how forces are getting the best outcomes from their resources (how **efficient** a force is), and how forces are ensuring they have the confidence of their communities (the public **legitimacy** of a force) (HMICFRS, 2020).

HMICFRS inspection staff visit all 43 police forces in England and Wales to gather information for the PEEL assessments. As part of each inspection they speak to police officers and staff, hold focus groups and interviews with other interested parties, carry out document reviews and collect data. These assessments rate each of the police forces as (i) outstanding, (ii) good, (iii) requires improvement or (iv) inadequate in the three categories and 10 questions under these categories. The 2018/2019 PEEL assessment for Thames Valley is provided in table 6.3 as an example.

*Table 6.3 – Thames Valley PEEL Assessment 2018/2019*

<b>Effectiveness - How effectively does the force reduce crime and keep people safe?</b>	<b>Good</b>
How effective is the force at preventing crime, tackling anti-social behaviour and keeping people safe?	Good
How effective is the force at investigating crime and reducing re-offending?	Requires Improvement
How effective is the force at protecting those who are vulnerable from harm, and supporting victims?	Good
How effective is the force at tackling serious and organised crime?	Good
How effective are the force's specialist capabilities?	Ungraded
<b>Efficiency - How efficiently does the force operate and how sustainable are its services to the public?</b>	<b>Good</b>
How well does the force use its resources to meet the demand it faces?	Outstanding
How well does the force plan for the future?	Good
<b>Legitimacy - How legitimately does the force treat the public and its workforce?</b>	<b>Good</b>
To what extent does the force treat all of the people it serves with fairness and respect?	Good
How well does the force ensure that its workforce behaves ethically and lawfully?	Requires Improvement
To what extent does the force treat its workforce with fairness and respect?	Good

#### *6.4.2 Setting Performance Targets*

The PEEL assessments are designed to provide a year-on-year comparison so that each police force's performance can be reviewed and compared over time and in relation to other forces. The questions asked of each force are given in Appendix B. HMICFRS then publish the graded judgments (outstanding, good, requires improvement and inadequate) against nine of the core questions and one overall graded judgment for each of effectiveness, efficiency and legitimacy. Judgment criteria are used to determine a force's level of achievement. The judgment criteria indicate the expected levels of performance consistent with each grade. These criteria allow the inspectors to make consistent assessments across forces and allows forces to see what they are being graded against.

### England and Wales – Key Findings

- The PEEL assessment model represents a departure from the more traditional methods of monitoring performance indicators to ascertain performance in police forces, such as those used in Northern Ireland, Scotland and Ireland.
- As all of the 43 regional police forces are assessed against the same criteria it allows comparisons between each police force. However, direct comparisons must take into account the inherent differences between forces e.g. British Transport Police and City of London Police.
- The focus on efficiency is a good example of another direction that performance measurement could take. For example, indicators could be developed that would measure a police force's ability to:
  - manage demand, including future demands
  - allocate resources
  - use its resources productively
- The PEEL method as it currently stands is not translatable to an Irish context due to the fundamental differences in approaches taken.

## 7. Recommended Policing Performance Indicators

### 7.1 Selecting Policing Indicators for the REV and Performance Report

The use of performance indicators in the Revised Estimates Volume and the Public Service Performance Report has a slightly different focus than other publications in which policing performance indicators appear. The Revised Estimates Volume serves to contrast impacts and outputs with the associated allocations for each Vote. The Public Service Performance Report (2020, p. 1) seeks to *“improve the effectiveness and efficiency of public expenditure by linking the funding of public sector organisations to the results they deliver, making systematic use of performance information”*. This facilitates engagement by members of the Oireachtas and the public on the impact of public policies and on resource allocation decisions.

A sample set of performance indicators has been produced and is given in Appendix C. This sample set was produced primarily for policy makers in An Garda Síochána, the Department of Public Expenditure



and Reform and the Department of Justice to draw from and consider when considering performance indicators applicable to the Revised Estimates Volume and the Public Service Performance Report.

However, it is also envisaged that those indicators deemed relevant from the sample set in Appendix C could be combined with indicators that An Garda Síochána currently report on; for example, the regular reporting An Garda Síochána perform to demonstrate progress against the Policing Plan. This would allow the formation of a common reference set of indicators for all policing reporting purposes and avoid a situation where An Garda Síochána are required to maintain largely separate and distinct sets of indicators.

It is acknowledged that An Garda Síochána may not currently have the data recording and reporting capability to measure all of the indicators contained in Appendix C, but this should not detract from identifying those indicators that might best represent progress against targets. It is also not expected that all of these indicators would be tracked, but it should serve to highlight some of the more common and appropriate indicators used in Ireland and internationally.

An example of how this sample set could be used is as follows. If a policy maker wishes to highlight progress against a policing objective to increase Garda visibility, they can draw examples of indicators to measure this objective from the sample set – number of Gardaí reassigned to policing roles, % of Garda operational hours on patrol, % of public attitude survey respondents who are aware of regular Garda patrols etc. The sample set is not exhaustive, but should serve to guide policy makers towards the type of indicators that might best capture performance against the objective.

The sample set was produced by examining the performance indicators used by:

- i. An Garda Síochána in their Revised Estimates Volume, Public Service Performance Report and monthly Policing Plan performance reports;
- ii. the PSNI to report against progress on the 2020-2025 Policing Plan;
- iii. Police Scotland to report against progress on their Police Plan 2020/21; and
- iv. Indicators referenced in the literature review as being particularly relevant for monitoring the performance of police forces.

Indicators identified as being particularly relevant to the work and strategic objectives of An Garda Síochána were then selected. Indicators used by the PSNI and Police Scotland are particularly relevant due to the similarity in strategic objectives with those set out by An Garda Síochána and therefore

they have relevant performance indicators to reflect progress against these objectives. Emphasis was placed on output and impact indicators to best highlight the impact policing policies are having. Developing an accessible and easy to read set of indicators, that various stakeholders including members of the public could comprehend, was an important consideration when producing the sample set.

Further recommendations for consideration in designing and selecting performance indicators are given in Section 9.2.

## 7.2 Revised Estimates Volumes and Public Service Performance Report

The Revised Estimates Volumes and Public Service Performance Reports contain performance indicator information for each of the 44 Votes. As An Garda Síochána is a Vote Holding Office, Vote 20 – Garda Síochána, performance information is collated by An Garda Síochána for inclusion in these publications. The selection of suitable performance indicators takes place as part of a collaborative effort between the Department of Public Expenditure and Reform, the Department of Justice and An Garda Síochána.

The performance indicators published for Vote 20 in the annual Revised Estimates Volume and the Public Service Performance Report are generally a mixture of input, output and impact indicators. It is recommended that more emphasis is placed on output and impact indicators to better reflect progress against Policing Plan, Statement of Strategy and Programme for Government objectives. While input indicators can be useful, their use in these publications should be limited due to the restrictions on the number of indicators that can be included.

The motivation for a more focused selection of indicators comes from the new format of the Public Service Performance Report which, in its most recent iteration, limited the total number of indicators that a Vote could report and also required that a minimum number of impact indicators be reported, both at Programme and at Vote level.

It is also recommended that the indicators chosen should remain static, to the extent possible, to allow comparison between years. It is noted, however, that the selection of new indicators can be due to changes in policing priorities as set out in the annual Policing Plan.

## 8. Data Quality in Indicators

### 8.1 Data Quality

Masayna et al. (2007) define a performance indicators as *“compilations of data measures used to assess the performance of a business’s operations”*. The quality of data available has an obvious impact on the accuracy of performance indicators, and consequently on decision making based on these indicators. The methods in which data is collected are one means of impacting on data quality. The Health Information and Quality Authority (2013) state *“data used to support performance indicators should be standardised, with uniform definitions, to ensure that it is collected consistently and that it supports the measurement process, facilitating meaningful comparison.”*

The importance of data quality has been noted by Police Scotland who state that *“adequate data provision remains a key challenge to our aspirations for new and insightful performance measures”* (Scottish Police Authority, 2019).

### 8.2 Developments in An Garda Síochána

An Garda Síochána operates in an environment where there is increasing demand for modern technology to digitise police work and for information to support management and policy decisions. External factors are also driving the need for change with the increasing availability of new sources of data and the expectation of greater data driven transparency from citizens and stakeholders.

The requirement for updated data and information practices was acknowledged by the Commission on the Future of Policing in Ireland who made a number of recommendations in relation to their use. Their report stated that An Garda Síochána *“needs to introduce better business processes and systems for collecting, recording, managing, analysing and disseminating information about crimes, incidents, complaints, finance, human resources and other management issues”* (2018, p. xiv).

The Central Statistics Office (2018) similarly made recommendations to address data quality issues it noted in the recording of crimes. The recommendations included the development of a data quality management framework and the publication of a Crime Recording Rules document which would explain the current rules and procedures for the recording of crime incidents. A Crime Recording Rules document was published by An Garda Síochána in August 2020. An Garda Síochána have also been holding monthly meetings with the Central Statistics Office to discuss ongoing collaboration on data matters as well as progress on the data quality strategy.

To progress objectives related to data and technology in the Statement of Strategy 2019-2021, An Garda Síochána developed an Information and Technology Vision 2020 – 2023. The goal of the Information and Technology Vision 2020 – 2023 is to make An Garda Síochána a leader in information led policing by 2023, and the Vision has been identified as a key enabler for improving data quality by the organisation.

## 9. Findings and Recommendations

Measuring performance is a key method of evaluating whether or not an organisation is achieving its objectives and the targets set to achieve those objectives. In and of themselves performance indicators will not improve the quality of the service provided but they do serve as a very useful signal of good practice. However, when tied to specific objectives and business plans they can indicate to managers whether the organisation is attaining desired levels of service, and equally highlights areas where further improvements in performance may be necessary.

### 9.1 Findings

- Devising a limited set of indicators that can adequately display performance across the broad array of work carried out by police forces is a difficult task, choices must be made to ensure that the indicators chosen are an adequate representation of the work carried out. (Section 1.2)
- Context indicators which provide information on the performance of the wider criminal justice system are not, by themselves, a good measure of policing performance. However, coupled with associated programme indicators they can be a good measure of the effectiveness of policing policy and wider Government policy. (Section 3)
- The three categories of indicators identified are input, output and impact (which can be further subdivided into programme and context) indicators. (Section 3)
- There are different types of policing indicators which can generally be divided into the above categories. The most common include: resource inputs; response times and emergency call answering times; measures of productivity; crime rates; detection rates; conviction rates; recidivism or repeat victimisation rates; and public attitude surveys. (Section 4.2)
- The literature review has highlighted adverse and unintended consequences of using and publishing performance indicators, including: tunnel vision; suboptimisation; myopia; measure fixation; misrepresentation; misinterpretation; gaming; and ossification. However these effects can be minimised. (Section 4.3)

- The Policing Authority in Ireland said of the indicators An Garda Síochána reported in 2019 that crime rates and detections are being reported on a trend basis (which state if they are increasing/decreasing compared to the previous year) rather than on a “this year vs last year basis” which would allow comparisons of rates and detections over a number of years. (Section 5.2)
- The Policing Authority in Ireland and the Comptroller and Auditor General in Northern Ireland both noted the importance of avoiding placing too much focus on activities carried out if they do not also provide context on how objectives are being met i.e. less focus on inputs and more focus on outputs or impacts garnered from these inputs. (Sections 5.2 and 6.2.4)
- The jurisdictions examined place an emphasis on reporting against impact indicators for the most part, with impact indicators making up the majority of other indicators used. (Section 6)
- The PSNI and Police Scotland report their performance in a manner very similar to that in An Garda Síochána, using an outcomes based performance framework. Regular performance reports utilising performance indicators, submitted to their Policing Authority equivalent, highlight progress against targets. (Sections 6.2 & 6.3)
- Police forces in England and Wales assess and report their performance in a very different manner (PEEL assessments) which are not translatable to an Irish context due to the fundamental and significant differences in approaches taken. (Section 6.4)
- The importance of data quality and provision was highlighted as being a key enabler of performance reporting in the literature review by the European Commission (2013), Smith (1995) and the Scottish Police Authority (2019). (Sections 4.1, 4.3, 6.3.4)

## 9.2 Recommendations

The key recommendations for designing and selecting performance indicators, noted from the literature review and from examining good practices in other jurisdictions, are as follows:

- The indicator definition should be closely linked to a policy or programme objective. (Section 4.1)
- Indicators should be measured regularly. (Section 4.1)
- Indicators should have quantifiable, accurate and reliable data. (Sections 4.1, 7.1 and 8.1)
- The indicators selected should cover a sufficiently large proportion of the programme measures; at least 75% of planned expenditure. (Section 4.1)
- The system of indicators should be simple, reflecting managers’ capacity to absorb information. (Section 4.1)

- Indicators should be developed primarily for areas that have significant implications in terms of decision making, such as activities with a large budget, or key strategic themes. (Section 4.1)
- Indicators should align to short, medium and long term policing strategies and goals as appropriate and should be capable of monitoring progress against these goals. (Section 6.3.4 and 7.1)
- There should be an emphasis on impact indicators and a general avoidance of input indicators, and output indicators unless particularly relevant, as these do not tell us much about the effect policing policies are having. However, where input or output indicators provide relevant context to their associated impact indicator they should be used. (Section 4.2, 6.2, 6.3 & 7.1)
- Performance indicators should be reported in a manner that allows trend analysis and comparisons with previous years i.e. a level of consistency among indicators chosen with numerical results that could be directly compared. (Section 5.2 & 7.1)
- The PEEL assessment places a focus on efficiency and assessing how a police force is achieving the best outcomes from their resources. Indicators could be used that would measure a police forces' ability to: manage demand, including future demands; allocate resources; and use its resources productively. (Section 6.4)

Other recommendations for designing and selecting performance indicators that have been noted by the author, but might not have been explicitly stated in literature or as good practice in the jurisdictions examined, are as follows:

- The targets against which the indicators are measured must be selected carefully and with input from the relevant stakeholders to ensure that they are both attainable and sufficiently ambitious. (Section 7.1)
- Indicators should be written in simple language, without the use of jargon or acronyms that may be unknown by the average reader. If jargon/acronyms must be used it is important to include a clear explanation of same on the reporting page. Ideally, footnotes should be avoided or limited, where possible. (Section 7.1)
- As part of An Garda Síochána's performance reporting it would be beneficial to see contextual text included, where appropriate, which will link positive or negative results with the inputs and outputs that resulted in these impacts. For example, a paragraph of text accompanying an indicator that might explain performance variations. (Section 1.2, 5.3)

- The choice of indicators should not be influenced by the anticipated trend an indicator will follow, they should be chosen for suitability to inform progress towards objectives. (Section 7.1)

A sample set of indicators has been produced (Appendix C), drawing on the experience from An Garda Síochána, other jurisdictions, from the literature review and from the guidance contained in this paper. This set of indicators can be used as a template by policy makers when considering indicators applicable to the Revised Estimates Volume and the Public Service Performance Report. (Section 7.1)

## Appendix A – Performance Indicators under the Police Scotland Police Plan

2020/21

Threats to public safety and wellbeing are resolved by a proactive and responsive police service		Indicator Category
Drugs Supply/ Drugs Harm	1 Supply of drugs (total) – number of crimes and detection rate	Impact
	2 Possession of drugs – number of crimes and detection rate	Impact
Serious violence/ homicide	3 Overall violent crime – number of crimes and detection rate	Impact
	4 Group 1 crime – number of crimes and detection rate	Impact
	5 Group 1 crime excl. DASA crimes – number of crimes and detection rate	Impact
	6 Murder – number of crimes and detection rate	Impact
	7 Attempted murder – number of crimes and detection rate	Impact
	8 Serious assault – number of crimes and detection rate	Impact
	9 Robbery – number of crimes and detection rate	Impact
	10 Common assault – number of crimes and detection rate	Impact
Child Sexual Abuse	11 Total offensive/bladed weapons – number of crimes and detection rate	Impact
	12 Cause to be Present Sex Act/To Look at Sex Image -M&F (< 13) – number of crimes and detection rate	Impact
	13 Communicate Indecently/Cause see/hear Indec Comm -M&F (< 13) – number of crimes and detection rate	Impact
	14 Cause to be Pres Sex Act/Look at Sex Image-M&F(13-15)(Cons) – number of crimes and detection rate	Impact
	15 Communicate Indecently/Cause see/hear Indec Comm-M&F(13-15)(Cons) – number of crimes and detection rate	Impact
	16 Grooming of children for the purposes of sexual offences – number of crimes and detection rate	Impact
	17 Taking, distribution, possession etc. of indecent photos of children (from Apr 2011) – number of crimes and detection rate	Impact
Human Trafficking	18 Number of NRMs (National Referral Mechanism)	Impact
	19 Number of human trafficking incidents (code 17s)	Impact
	20 Number of immigration incidents (code 77s)	Impact
Rape	21 Rape – number of crimes and detection rate (incl. recent/non recent breakdown)	Impact
	22 Proportion of rape non-recent	Impact
	23 Group 2 crime – number of crimes and detection rate (incl. recent/nonrecent breakdown)	Impact
	24 Proportion of group 2 crime non-recent	Impact
Serious Organised Crime	25 Number of Serious Organised Crime Group (SOCG) nominal arrests	Output
	26 Value of Proceeds of Crime Act (POCA) seizures	Output
	27 Number of groups on SOCG map	Output
	28 Number of county lines groups	Output
	29 County lines origin areas	Output
	30 County lines impact areas	Output
Domestic Abuse	31 Domestic abuse – number of crimes and detection rate	Impact
	32 Domestic abuse – number of incidents	Impact
	33 Proportion of domestic abuse incidents resulting in a crime report	Output
	34 Percentage of domestic abuse initial bail checks that are conducted within 24 hours	Output
	35 Domestic Abuse Scotland Act (DASA) – number of crimes	Impact
	36 Domestic abuse (of female) – number of crimes	Impact
	37 Domestic abuse (of male) – number of crimes	Impact
	38 Offences of stalking – number of crimes and detection rate	Impact
	39 Number of stalking and harassment incidents	Impact
Missing Persons	40 Number of missing persons investigations	Output
	41 Percentage of missing persons traced alive	Impact
	42 Percentage of missing persons traced deceased	Impact
	43 Percentage of missing persons missing from home address	Impact
	44 Percentage of missing persons missing from children's home	Impact



	45 Percentage of missing persons that are children	Impact
	46 Percentage of missing persons by type (wanted/absconder/looked after adult)	Impact
Management of Registered Sex Offenders	47 Number of registered sex offenders (RSOs)	Impact
	48 Number of registered sex offenders (RSOs) who reoffend	Impact
	49 Number of offences committed	Impact
	50 Number of sexual offences committed	Impact
	51 Number of RSOs who reoffend with a sexual offence	Impact
	52 Divisional compliance with 1:25 Offender Manager to RSO ratio	Output
Public order/Safety	53 Proportion of public order trained officers	Output
	54 Number of public order/VPD (Violent Deranged Person) deployments	Output
	55 Number of football duties deployments	Output
Road Casualties	56 People killed	Impact
	57 People seriously injured	Impact
	58 Children (aged <16) Killed	Impact
	59 Children (aged<16) Seriously Injured	Impact
	60 People slightly injured	Impact
	61 Drink, Drug driving offences incl. Failure to provide a specimen	Impact
Stop and Search	62 Number stop and searches	Output
	63 Proportion of stop and searches that are positive	Impact
	64 Percentage of stop and searches of under 18's	Output
	65 Stop and search compliance rate (%)	Impact
<b>The needs of local communities are addressed through effective service delivery</b>		<b>Indicator Category</b>
Call Handling	66 Number of 999/101 calls	Output
	67 Average call answer time for 999/101 calls	Output
	68 Number of 999/101 that do not result in an incident/crime	Impact
	69 Level of complaints received relative to C3s handling of 999/101 calls	Impact
	70 Number and % of incidents by response type	Output
	71 % of incidents requiring police response	Output
Access to Specialist Services	72 Number of requests for specialist services granted, by type	Output
	73 Number of requests for specialist services denied, by type	Output
	74 Proportion of officers trained in specialist support roles, by type	Output
	75 Number of Major Investigation Team (MIT) deployments	Output
Addressing Local Issues	76 Total number of incidents by category	Impact
	77 Group 3 crime – number of crimes and detection rate	Impact
	78 Fraud – number of crimes and detection rate	Impact
	79 Number of antisocial behaviour incidents reported by the public	Impact
	80 Number of complaints regarding disorder	Impact
	81 Wildlife crime – number of crimes and detection rate	Impact
Hate Crime	82 Hate crime – number of crimes and detection rate	Impact
	83 Number of hate incidents	Impact
Criminal Justice	84 Number of Recorded Police Warnings Issued	Output
	85 Number of ASB Fixed Penalties Issued	Output
	86 Number of arrested persons	Output
	87 Number of arrested persons held for court	Output
	88 Number of arrested persons released on an undertaking	Output
	89 Number of persons released on investigative liberation	Output
	90 Number of persons released without charge	Output
	91 Number of people in custody seen by NHS partners co-located in custody centres	Output
	92 Percentage of people in custody referred to hospital	Output
	93 Number of persons arrested with alcohol addiction	Impact
	94 Number of persons arrested with drug addiction issues	Impact
	95 Number of arrested persons referred to partners	Output
	96 Number of under 16s arrested and brought into police custody	Output
	97 Number of under 16s children held for court	Output
<b>The public, communities and partners are engaged, involved and have confidence in policing</b>		<b>Indicator Category</b>
-	98 % of respondents that agree or strongly agree they have confidence in local policing	Impact

	99 % of respondents who feel either “very safe” or “fairly safe” in their area	Impact
	100 % of respondents that agree or strongly agree that the police listen to concerns of local people	Impact
	101 % callers saying it was easy or very easy to contact the police	Impact
	102 % callers satisfied or very satisfied with initial contact method	Impact
	103 % callers feeling that the police provided the appropriate response	Impact
	104 % callers feeling satisfied with the way they were treated by the officers who attended the incident	Impact
	105 % callers feeling they were adequately informed about the progress made (where applicable)	Impact
Public Trust	106 Complaints from members of the public (by category)	Impact
	107 Total number of allegations from members of the public	Impact
	108 % of closed allegations which were upheld	Impact
	109 Number of PIRC Complaint Handling Reviews (CHRs)	Output
	110 Number of allegations considered by PIRC CHRs	Output
Public Contact and Engagement	111 % of these allegations assessed as handled to a reasonable standard	Output
	112 Volume of contributions to Citizen Space hub	Output
	113 Participation rates (per population) via the Police Scotland Consultation Hub (Citizen Space), by division	Impact
	114 Number of participants in community engagement initiatives per population, by division	Impact
<b>Our people are supported through a positive working environment, enabling them to service the public</b>		<b>Indicator Category</b>
Welfare and wellbeing of our people	115 Number of Police Officers (FTE)/Police Staff (FTE) on short term sick leave (less than 28 calendar days)	Impact
	116 Number of Police Officers (FTE)/Police Staff (FTE) on long term sick leave (more than 28 calendar days)	Impact
	117 Number of Police Officers (FTE)/Police Staff (FTE) absent through psychological illness and stress related conditions	Impact
	118 % of Police Officers (headcount) on recuperative and adjusted/restricted duties by gender	Impact
	119 Number of occupational health referrals	Impact
	120 Number of TRiM referrals	Impact
	121 Number of Employee Assistance Programme (EAP) referrals	Impact
	122 Number of RIDDOR incidents	Impact
	123 Number of near miss incidents	Impact
	124 Common assault of emergency workers (Police Officer/Police Staff) – number of offences	Impact
	125 % of assaults leading to injury	Impact
	126 Number of rest days cancelled	Impact
	127 Number of managers attending Health Safety and Wellbeing training	Output
	128 Number of people undertaking Mental Health Awareness training	Output
Workforce development	129 Number of people undertaking resilience screening	Output
	130 Number of Career Conversations completed under MyCareer	Output
	131 Number of CPD events and number of attendees	Output
Workforce demographic	132 Number of training days delivered Police Officers/Police Staff	Output
	133 Force profile – sex, race, disability, sexual orientation, age	Impact
	134 Promotion profile – sex, race, disability, sexual orientation, age	Impact
	135 Recruitment profile – sex, race, disability, sexual orientation, age	Impact
	136 Number of recruitment events focussing on under-representation	Output
<b>Police Scotland is sustainable, adaptable and prepared for future challenges</b>		<b>Indicator Category</b>
Financial sustainability	137 % capital and reform funding available in year to meet our change/transformation plans	Input
	138 Funding available to meet projected asset replacement programme needs	Input
Fleet/ Estates	139 Size of Fleet	Input
	140 % of vehicle availability against size of Fleet	Input
	141 % of the Fleet that is ULEV	Input
	142 % footprint of the Estate which is co-located/shared with our partners	Input
	143 % footprint of the Estate that is in “good” or “better” condition	Input

	144 Total carbon emissions per m2 of our Estate	Impact
	145 Reduction of Co2 emissions	Impact
Technology	146 Proportion of Police Scotland's budget committed to technology transformation	Input
Benefits Realisation	147 Benefits realisation - Cashable benefits (planned/forecast/delivered)	Output
	148 Benefits realisation - Non-cashable officer efficiencies (planned/forecast/delivered)	Output
	149 Benefits realisation - Non-cashable staff efficiencies (planned/forecast/delivered)	Output

## Appendix B – PEEL Assessment Questions

Effectiveness - How effectively does the force reduce crime and keep people safe?	
Core Question	Diagnostic
How effective is the force at preventing crime, tackling anti-social behaviour and keeping people safe?	<ul style="list-style-type: none"> <li>How well does the force understand and prioritise crime prevention?*</li> <li>How well does the force protect the public from crime and anti-social behaviour?</li> </ul>
How effective is the force at investigating crime and reducing re-offending?	<ul style="list-style-type: none"> <li>How well does the force investigate crime?*</li> <li>How well does the force catch criminals and resolve investigations?</li> </ul>
How effective is the force at protecting those who are vulnerable from harm, and supporting victims?	<ul style="list-style-type: none"> <li>How well does the force understand the nature and scale of vulnerability?*</li> <li>How well does the force protect vulnerable people from harm?</li> </ul>
How effective is the force at tackling serious and organised crime?	<ul style="list-style-type: none"> <li>How well does the force understand the threat and risk posed by serious organised crime?</li> <li>How well does the force mitigate risk and prevent serious and organised crime?</li> <li>How well does the force respond to serious and organised crime?</li> </ul>
How effective are the force's specialist capabilities?	<ul style="list-style-type: none"> <li>How effective are the force's specialist capabilities?</li> </ul>

Efficiency - How efficiently does the force operate and how sustainable are its services to the public?	
Core Question	Diagnostic
How well does the force use its resources to meet the demand it faces?	<ul style="list-style-type: none"> <li>How well does the force understand demand?</li> <li>How well does the force manage demand?</li> <li>How well does the force allocate its resources?</li> <li>How well does the force maximise the productivity of its resources and assets?*</li> </ul>
How well does the force plan for the future?	<ul style="list-style-type: none"> <li>How well does the force predict likely future demand?</li> <li>How well do the force's plans meet likely future demand?*</li> </ul>

Legitimacy - How legitimately does the force treat the public and its workforce?	
Good	
Core Question	Diagnostic
To what extent does the force treat all of the people it serves with fairness and respect?	<ul style="list-style-type: none"> <li>How well does the force understand the importance of engaging with people it serves and treating them with fairness and respect?*</li> <li>How well does the force understand and improve the way it uses force?</li> <li>How well does the force understand and improve the way it uses stop and search powers?</li> </ul>
How well does the force ensure that its workforce behaves ethically and lawfully?	<ul style="list-style-type: none"> <li>How well does the force develop and maintain an ethical culture?</li> <li>How well does the force tackle potential corruption?</li> </ul>
To what extent does the force treat its workforce with fairness and respect?	<ul style="list-style-type: none"> <li>How well does the force identify and improve potential unfairness at work?*</li> <li>How well does the force support the wellbeing of its workforce?*</li> <li>How fairly and effectively does the force manage and develop individual performance of its officers and staff and its selection process?*</li> </ul>

\*Questions that will be used to form an assessment of leadership are denoted by an asterisk.

## Appendix C – Sample Set of Policing Indicators

Category	Indicator
All Impact Indicators	<b>Public Attitudes Surveys and Victims' Experience</b>
	<u>General Perceptions of AGS and Safety</u>
	% of respondents who report having a medium to high trust in AGS
	% of respondents who state AGS is well managed
	% of respondents who perceive AGS as effective in tackling crime
	% of respondents for whom fear of crime has no impact on quality of life
	<u>Local Policing</u>
	% of respondents who state Gardaí in the area treat everyone fairly regardless of who they are
	% of respondents who report AGS listens to the concerns of local people
	% of respondents who report satisfaction with local Garda Service
	% of respondents who perceive crime as a serious or very serious problem locally
	% of respondents who perceive AGS do not deal with things that matter in the community
	% of respondents who perceive AGS as community focused
	% of respondents who are aware of regular Garda patrols
	<u>Direct Dealings with AGS</u>
	% of respondents saying it was easy or very easy to contact AGS
	% of respondents satisfied or very satisfied with initial contact method
	% of respondents satisfied or very satisfied with subsequent contacts from AGS
	% of respondents feeling that AGS provided the appropriate response
	% of respondents feeling satisfied with the way they were treated by the Garda members who attended the incident
	% of victims who are quite satisfied or very satisfied with how AGS handled their case
	% of respondents feeling they were adequately informed about the progress made (where applicable)
Impact Impact Output Impact Impact	<b>Public Trust and Engagement</b>
	Complaints from members of the public (by category)
	Total number of allegations from members of the public
	% of allegations which were upheld
	% of these allegations assessed as handled to a reasonable standard
Impact Impact Impact Impact Impact Impact Output Output Output Impact Impact Impact Output Output Output Impact Impact Impact Output Output	Number of participants in community engagement initiatives per population, by division
	<b>The Workforce</b>
	<u>Workforce Welfare</u>
	Number of Garda Members/Garda Staff on short and long term sick leave
	Number of Garda Members /Garda Staff absent through psychological illness and stress related conditions
	% of Garda Members (headcount) on recuperative and adjusted/restricted duties by gender
	Number of occupational health referrals
	Number of near miss incidents
	Assaults of emergency workers (Garda Members/Garda Staff)
	% of assaults leading to injury
	Number of rest days cancelled
	Number of people undertaking mental health training
	Number of people undertaking resilience training
	<u>Workforce Development</u>
	Number of CPD events and number of attendees
	CPD Completed by Garda Member/Garda Staff (hours)
	% of AGS members engaging in PALF (Performance and Accountability Learning Framework) process
	<u>Workforce Demographics</u>
	Force profile – sex, race, disability, sexual orientation, age
	Promotion profile – sex, race, disability, sexual orientation, age
	Recruitment profile – sex, race, disability, sexual orientation, age
	Number of recruitment events focussing on under-representation
	Number of recruits through lateral entry routes

	<b>Crimes</b>  <u>Drugs</u> Impact Supply of drugs (total) – number of crimes and detection rate Impact Possession of drugs – number of crimes and detection rate Output Value of drugs seized  <u>Serious Violence/Homicide/Robbery</u> Impact Overall violent crime – number of crimes and detection rate Impact Homicide – number of crimes and detection rate Impact Attempted murder – number of crimes and detection rate Impact Endangerment with potential for serious harm/death – number of crimes and detection rate Impact Serious assault – number of crimes and detection rate Impact Robbery – number of crimes and detection rate Impact Burglary – number of crimes and detection rate Impact Total offensive/bladed weapons – number of crimes and detection rate  <u>Sexual Abuse/Rape</u> Impact Sexual assaults – number of crimes and detection rate (incl. recent/non recent breakdown) Impact Rape – number of crimes and detection rate (incl. recent/non recent breakdown) Impact Proportion of rapes that are non-recent  <u>Management of Sex Offenders</u> Impact Number of convicted sex offenders recorded on the PULSE system Impact Number of recorded sex offenders who reoffend Impact Number of offences committed Impact Number of sexual offences committed  <u>Human Trafficking</u> Impact Number of human trafficking incidents Impact Number of immigration incidents  <u>Hate Crime</u> Impact Hate crime – number of crimes and detection rate Impact Number of hate incidents  <u>Organised Crime</u> Output Number of Serious Organised Crime Group arrests Impact Value of proceeds of crime seizures  <u>Domestic Abuse</u> Impact Domestic abuse – number of crimes and detection rate Impact Domestic abuse – number of incidents Output Percentage of domestic abuse initial bail checks that are conducted within 24 hours Impact Domestic abuse (of female) – number of crimes Impact Domestic abuse (of male) – number of crimes Impact Offences of stalking – number of crimes and detection rate Impact Number of stalking and harassment incidents  <u>Benchmark Crime and Detection Rates</u> Impact Benchmark crime and detection rates against other similar police services for various categories of crimes
	<b>Missing Persons</b> Output Number of missing persons investigations Impact Percentage of missing persons traced alive Impact Percentage of missing persons traced deceased Impact Percentage of missing persons that are children Impact Percentage of missing persons by type (wanted/absconder/looked after adult)

Output Output Output	<b>Victim Engagement</b> Average number of contacts per victim of crime In person contact within 7 days to victim of domestic abuse Victim assessments completed within 3 days
Impact Impact Impact Impact Impact Impact Impact Output	<b>Road Safety</b> People killed People seriously injured People slightly injured Speeding offences Driving with intoxicant offences Seatbelt offences Mobile phone offences Tests performed at MAT/MIT checkpoints
Impact Output Impact Impact Impact	<b>Emergency Call Handling and Response</b> Number of 999/112 calls Average call answer time for 999/112 calls Number of 999/112 that do not result in an incident/crime Number and % of incidents by response type % of incidents requiring Garda response
Output Output Output	<b>Garda Visibility</b> Number of Gardaí reassigned to policing roles % of Garda operational hours on patrol % of Gardaí in frontline operational roles
Output Output Output	<b>Efficiency in Police Deployment</b> Quantum of Garda overtime (hours) Average overtime hours per Garda Utilisation of reserves for policing support (hours)
Output	<b>Reform</b> % of reform projects completed on time relative to target
Input Input Input Input	<b>Fleet</b> Size of Fleet % of vehicle availability against size of Fleet Number of vehicles that have Wi-Fi capability Number of vehicles that have Automatic Number Plate Recognition (ANPR)
Input Output	<b>Technology</b> Proportion of AGS's budget committed to technology transformation Number of technology projects completed on time
All impact indicators	<b>Context Indicators</b>  <u>Conviction Rates</u> Conviction rates for various categories of crimes e.g. domestic abuse, sexual abuse, burglary, robbery, assault, drink driving offences, organised crime offences  <u>Repeat Offenders</u> Repeat offending rate for the various categories of crimes e.g. domestic abuse, sexual abuse, burglary, robbery, assault, drink driving offences, organised crime offences  <u>Repeat Victimisation</u> Repeat victimisation rate for various categories of crimes e.g. domestic abuse, sexual abuse, hate crime, burglary, robbery, assault Rate of places repeatedly victimised  <u>Other Context Indicators</u> Number of arrested persons held for court Number of arrested persons released on bail Number of persons released without charge Percentage of people in custody referred to hospital Number of persons arrested with alcohol addiction Number of persons arrested with drug addiction issues

## Appendix D – Quality Assurance Process

### Quality Assurance Process

To ensure accuracy and methodological rigour, the author engaged in the following quality assurance process.

- ☐ Internal/Departmental
  - ☒ Line management
  - ☒ Spending Review Steering group
  - ☒ Other divisions/sections
  - ☐ Peer review (IGEES network, seminars, conferences etc.)
- ☐ External
  - ☒ Other Government Department
  - ☐ Steering group
  - ☐ Quality Assurance Group (QAG)
  - ☐ Peer review (IGEES network, seminars, conferences etc.)
  - ☐ External expert(s)
- ☐ Other (relevant details)



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