



AN TÚDARÁS PÓILÍNEACHTA
POLICING AUTHORITY

Statement of Strategy

2019-21

January 2019



AN TÚDARÁS POILÍNEACHTA
POLICING AUTHORITY

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Foreword by the Chairperson

The Government has announced and published its programme on policing reform which sets out an extensive and ambitious programme of fundamental reform of policing up to 2022. As it is rolled out, and as new legislation is put in place, this programme will impact on the future form and functions of the Policing Authority and, by extension, on this strategy. It is clear, however, that the future of policing oversight will be built on the solid foundations established by the Policing Authority, and in the meantime, the Authority will continue to exercise its statutory responsibilities within the current legislative framework, and must plan accordingly.

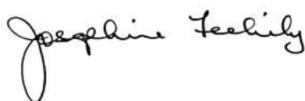
In this context, I am pleased to present this second Statement of Strategy for the Policing Authority for the period 2019-2021 in accordance with section 62N of the Garda Síochána Act 2005. This strategy builds on the experience and achievements of the three formative years of the Authority. As we have done each year to date, this strategy extends the range and depth of our oversight activities and explores new ways to further our vision of a professional, impartial, constantly improving policing service.

Our core business of overseeing policing performance will continue, grounded on the establishment of policing priorities, setting performance targets and the approval of the related Garda Síochána Strategy and the Garda Commissioner's annual Policing Plans. The oversight of the performance of the Garda Síochána in their delivery of policing services will be through a range of review, assessment, monitoring and advisory activities most visibly through continuing engagement with the Garda Commissioner in public. Persistent public scrutiny is not only an essential element of building community confidence in the Garda organisation, it also provides a platform for the Garda Commissioner to respond to public concerns.

We will continue to undertake key statutory functions in relation to senior Garda appointments, a function which has been an important cultural lever for Garda reform, as is the Code of Ethics for the Garda Síochána established by the Authority. We will continue to press for the embedding of the Code in all aspects of police activity. In support of our work, we intend in particular to enhance our capacity to oversee Garda performance in the context of their human rights obligations. We will also deepen our engagement with stakeholders with the dual objective of broadening the Authority's understanding of how Garda performance is experienced as well as improving public awareness of the Authority's work. We intend to carry out a specific piece of work in relation to how victims of crime experience the Garda Síochána.

This strategy reflects proposals we have made to support the establishment of planned new oversight architecture including a merger of the Authority and the Garda Inspectorate, with whom we already have a close and positive relationship. We have offered the experience and expertise of the Authority to assist the implementation process established by Government, including our experience in assessing the implementation of change in the Garda Síochána, with a view to ensuring that oversight emerges stronger and change is embedded.

Finally, with the support of my colleagues on the Authority, the Chief Executive and an exceptional executive team, we will ensure that the Authority itself continues to be a high performing and well governed organisation which strives for the highest standards and attracts high calibre staff.



Josephine Feehily

Chairperson

16 January 2019

About the Authority

What is the Policing Authority?

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

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

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

The current members of the Policing Authority are as follows:

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

Mr. Brett has resigned from the Authority with effect from 18 January 2019 and the Authority looks forward to welcoming new members on appointment by Government.

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

What does the Policing Authority do?

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

- Setting priorities and levels of performance for the Garda Síochána in relation to policing services.
- Approving the Strategy Statement and Annual Policing Plan submitted by the Garda Commissioner.
- Keeping under review:
 - the performance by the Garda Síochána of its functions and the arrangements and strategies in place to support and enhance the performance of those functions;
 - the adequacy of:
 - the corporate governance arrangements and structures within the Garda Síochána;
 - the arrangements for the recruitment, training and development of Garda members and Garda staff of the Garda Síochána;
 - the mechanisms in place within the Garda Síochána for the measurement of performance and accountability of members and staff; and
 - the arrangements for managing and deploying the resources available to the Garda Síochána so as to ensure the most beneficial, effective and efficient use of those resources.
- Holding regular meetings with the Garda Commissioner, at least 4 of which are to be held in public and may be broadcast by the media each year.
- Responsibility for:
 - nominating persons for appointment by the Government to the posts of Garda Commissioner and Deputy Garda Commissioner following a selection process undertaken by the Public Appointments Service, and recommending their removal in certain circumstances;
 - appointing persons to the ranks of Garda Superintendent, Chief Superintendent and Assistant Commissioner (and removing them for reasons related to policing services); and
 - appointment of the Garda staff of the Garda Síochána of grades equivalent to or above that of Chief Superintendent.
- Issuing guidelines to Local Authorities and the Garda Commissioner concerning the establishment and maintenance of Joint Policing Committees (JPCs) and convening meetings of JPC chairpersons for the purpose of coordinating or facilitating the performance of their functions.
- Promoting the policing principles and public awareness of matters relating to policing services and supporting the continuous improvement of policing in the State.
- Undertaking, commissioning or assisting in research projects in respect of matters relating to policing services, which in the opinion of the Authority, may:
 - promote an improvement in standards for those matters and public awareness of them; or
 - contribute to a reduction in the number of complaints against members of the Garda Síochána in relation to those matters.
- Keeping itself generally informed as to:
 - complaints made against members of the Garda Síochána and the application of the Disciplinary Regulations; and
 - trends and patterns in crimes committed.

- Monitoring, assessing and reporting to the Minister on the measures taken by the Garda Síochána in relation to recommendations made in a report of the Garda Síochána Inspectorate; and
- Provision of information and advice to the Minister on a range of issues including:
 - the resources that are likely to be required by the Garda Síochána to perform its functions in each forthcoming financial year;
 - developments in respect of matters relating to policing services and recommendations to assist the Minister in co-ordinating and developing policies in that regard; and
 - best policing practice.

1. Introduction

The purpose of this Strategy Statement is to set out the expected outcomes from the work of the Policing Authority over the period from 1 January 2019 to 31 December 2021, and the key actions which the Authority intends to take to further the achievement of those outcomes. The Garda Síochána Act 2005, as amended, provides the statutory underpinning for this statement and it has been prepared following a public consultation period which allowed members of the public and interested parties to submit views on its contents.

The deadline for the performance indicators outlined in this Strategy Statement is 31 December 2021 unless explicitly stated otherwise. The Statement will be supported by annual corporate priorities and plans with specific and detailed performance measures. As often as necessary, but at least annually, a periodic review of the Strategy Statement will be carried out by the Authority to oversee its implementation and to assess its effectiveness.

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

This Statement, which was substantially prepared in the latter half of 2018, is based on the current legislative and oversight environment - the only basis on which the Authority can proceed at this time. However, the recommendations of the Commission on the Future of Policing and the associated Implementation Plan approved by Government on 18 December 2018 will, of course, be extremely relevant to the Authority's work in the period ahead. For this reason, we paused briefly in December 2018 in the finalisation of this strategy to await the government's consideration of the report of the Commission and take account of the associated implementation plan. This has enabled us to incorporate the work involved in that implementation in this strategy, including transition arrangements for a merger of the Authority with the Garda Inspectorate and preparations for and, where possible, commencement on an administrative basis, of the new and enhanced functions envisaged.

Our Vision

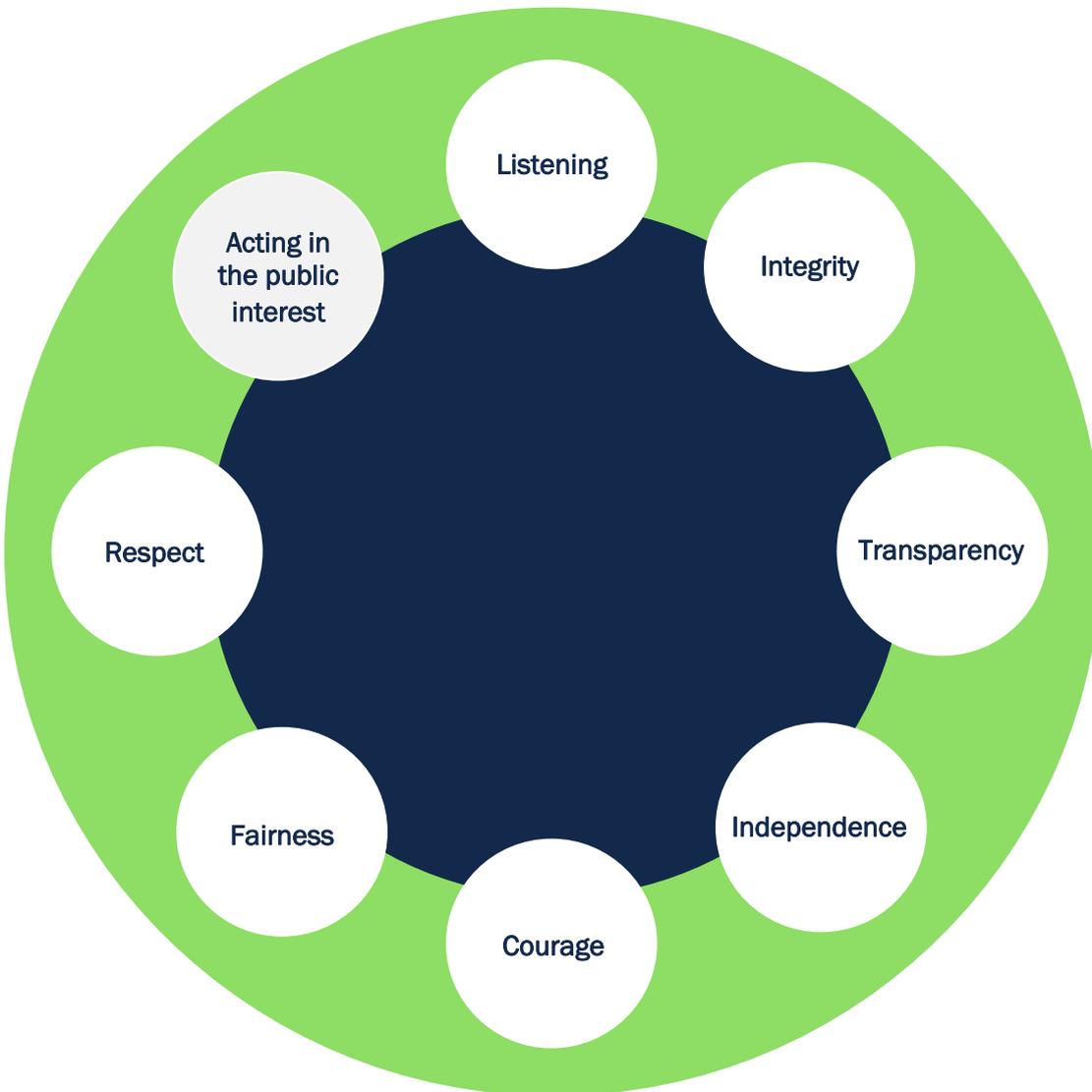
Our vision is of a society served by a professional, impartial, constantly improving police organisation which deserves and enjoys the trust and support of the people.



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

Our Mission

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



Our values

3. Key Challenges, Risk and Opportunities in our Environment

In framing our strategy for the next three years the Authority has considered our statutory remit and functions and the internal and external environments in which we operate. This has enabled us to establish the context in which we work and to identify the challenges and opportunities we face, the strengths we bring, the risks we face and any weaknesses we must address to ensure success in attaining our purpose.

We have taken particular account, further to consultation with our stakeholders and the public, of the factors in our external environment, whether arising from the political, economic, social, technological, environmental and legal factors, which impact on how we do our work. These have contributed to shaping our objectives and activities for the coming three years. These external factors both pose opportunities and represent challenges, threats and risks to the achievement of the Authority's objectives and our desired outcomes for policing in Ireland. We have sought to frame our strategy to capitalise on the opportunities to improve the performance of the Garda Síochána in the provision of policing services and to improve on our own performance in overseeing policing and in promoting trust and confidence in policing in Ireland.

These factors include, in particular, the transformation plan for policing in Ireland arising from the recommendations of the Commission on the Future of Policing which were agreed by Government in December 2018. While this strategy was initially drafted in 2018 in the midst of some uncertainty surrounding the publication and consideration of the report of the Commission, it has been finalised in light of the government decision taking account of the changing context. Consequently, it is a specific objective of this strategy to:

- Continue to effectively perform our statutory functions under the current legislation;
- Advise the Minister as the details of the Government decision are developed;
- Be in a position to transition smoothly and without unnecessary delay, subject to the necessary legislation, to the establishment of a new oversight body from a merger of the Authority and the Garda Inspectorate; and
- Make practical preparations to lay the foundations for the wider remit envisaged for that body in community policing, human rights, research, and standard setting in addition to the current functions of the existing bodies.

We are constantly aware of the risks, both internal and external, which are inherent in our environment and in our strategies and activities and, in defining our strategy and how we propose to achieve it, we have sought to counter and mitigate those risks which challenge the achievement of our desired outcomes. Risk is considered and managed on an ongoing basis. We will continue, over the life of this strategy, to reflect on the risks we face and to adapt our activities on a timely basis to respond to the changing environment.

We will continue to look to and build on our current strengths to achieve our goals by recruiting and developing skilled and enthusiastic people, using innovative new ways of working, maintaining strong governance systems and playing to our core values of independence, transparency, courage, and acting in the public interest. Our annual Corporate Priorities will reflect the year on year priorities as we progress to achieve this strategy.

4. Human Rights and Equality Commitments

Section 42 of the Irish Human Rights and Equality Act 2014 provides that public bodies, in the performance of their duties, have regard to the need to eliminate discrimination and to promote equality of opportunity and treatment and to protect, promote and fulfil the human rights of its members, staff and the persons to whom it provides services.

In accordance with this statutory requirement, the Authority is required to set out an assessment of the human rights and equality issues it believes to be relevant to its functions and purpose and the policies, plans and actions in place or proposed to be put in place to address these issues.

The Policing Authority places a strong emphasis on the right to fair procedures, the right to privacy, equal access and equal treatment in all aspects of its functions and will strive to ensure that we conduct all of our activities through the lens of human rights and equality. Our obligations in this regard are inherent in all of the objectives and activities set out in this strategy.

We will work to ensure that the dignity and welfare of all our staff is protected and a culture of participation and respect is encouraged having regard to these rights and principles. We will explore and implement reasonable accommodation and positive actions to ensure that our workplace, our work practices and communications are accessible to our diverse workforce and stakeholders. All internal policies and practices are kept under review to ensure compliance with best practice in those areas.

The Authority has a statutory mandate to oversee the Garda Síochána in its functions relating to policing services. This includes the responsibility to provide assurance to communities of a culture in the Garda Síochána which embodies the highest ethical standards, embraces diversity and vindicates the human rights of each individual. We will strive, through our oversight activities and our assessment of the performance of the Garda Síochána in the provision of policing services, towards continuous improvement in the embedding of these principles to meet the rightful expectations of Irish society to a police service which meets the highest standards of human rights and equality.

5. Outcomes, Objectives, Actions and Performance Indicators

The Authority has decided to continue to cluster its work around the four high level outcomes which continue to be a strategic focus for us.

Desired Outcome 1 - Continuous improvement of policing in Ireland and public resources being used by the Garda Síochána in an efficient and effective way		
Objectives	Actions	Performance Indicators
An implemented effective performance measurement and accountability framework for the Garda Síochána	<ul style="list-style-type: none"> • Review and approve the Garda Síochána Strategy Statement for 2019-2021; • Set policing priorities annually following a public consultation process; • Approve annual Garda Síochána policing plans; • Enhance the Authority’s approach to performance oversight by developing a broader range of performance indicators to assess progress against the Policing Plan • Focused oversight of Garda Síochána strategy, priorities and the policing plan with particular regard to key areas of: <ul style="list-style-type: none"> - Composition and structure of the Garda workforce; - Garda Resource Deployment; - Learning and continuous improvement; - Culture and Ethics; Supervision; - Investigation; - Data Quality and Protection; - Human Rights and Equality; - Victim’s rights and services; and - Children’s rights and services. • Ongoing review of the implementation and adequacy of a performance measurement and accountability framework for all staff in the Garda Síochána; • Oversee the development of comprehensive work force planning deployment so as to ensure the most beneficial, effective and efficient use of Garda Síochána resources. 	<ul style="list-style-type: none"> • Garda Síochána Strategy Statement for 2019-2021 submitted to the Authority by 30 June 2019. • Policing priorities communicated to the Garda Commissioner and published annually. • Costed policing plans approved by 30 November each year. • Published results to include KPIs. • Half yearly reports on the Policing Plan. • Garda Síochána performance measurement and accountability framework implemented and evidenced and overseen at monthly Authority meetings. • Comprehensive and integrated work-force planning, diversity and deployment strategies in place in the Garda Síochána; and • Improvement in the effectiveness

Objectives	Actions	Performance Indicators
	<ul style="list-style-type: none"> • Combine and extend engagement with stakeholders to inform oversight work, human rights and equality and assessment of Garda performance. 	<p>and efficiency of the Garda Síochána in prioritisation and use of resources.</p> <ul style="list-style-type: none"> • Improved evidence to support oversight activities.
<p>Modernisation and systematic improvement of the Garda Síochána</p>	<ul style="list-style-type: none"> • Monitor and assess the systems in place in the Garda Síochána to ensure key third party recommendations are implemented. • Oversee the benefits realisation from the investment in transformation of Garda Information Systems, e.g. assessing their ability to provide evidence for GS decision-making, performance management and prioritisation and use of resources. • Active participation in Joint Working Group on Garda Resources • Oversee trends and patterns of complaints against the Garda Síochána; • Maintain and deepen effective relationships with other policing oversight bodies such as the Garda Síochána Ombudsman Commission and the Garda Inspectorate. • Develop relationships with oversight bodies internationally. 	<ul style="list-style-type: none"> • Evidence of implementation of recommendations from Garda Síochána Inspectorate and other third parties; • Published reports on progress of reform; • Ongoing Public Attitudes Survey; and • Improved resource allocation of the Garda Síochána informed amongst other things by strategy and priorities. • Costed Policing Plan and system of KPIs to measure performance; and • Constructive engagement with the Garda Commissioner on the use and prioritisation of resources at meetings in public. • Annual advice to the Minister on the adequacy of Garda resources. • Level and nature of complaints and disciplinary outcomes. • Good working relationships with Garda Síochána Ombudsman Commission and the Garda Inspectorate. • Deeper knowledge of policing oversight contributing to more effective oversight and improvements in policing.

Objectives	Actions	Performance Indicators
	<ul style="list-style-type: none"> • Keep under review the governance arrangements and structures with the Garda Síochána including for internal audit, professional standards and risk management. 	<ul style="list-style-type: none"> • Review of the functioning of key governance systems and any issues arising communicated as appropriate to the Commissioner and the Chair of the Audit Committee.

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

Objectives	Actions	Performance Indicators
<p>Contribution to enhanced practices to support human rights and improvement of the culture of the Garda Síochána including through (a) ethical standards of conduct and practice, and (b) provisions to encourage and facilitate the reporting of wrongdoing.</p>	<ul style="list-style-type: none"> • Oversee and quality assure the steps taken by the Garda Commissioner to embed the Code of Ethics, measures to ensure standards in public office and to support the reporting of wrongdoing in the organisation. • Oversee the Garda Commissioners consideration and implementation of measures to address the findings of the Garda Culture Audit. • Contribute to the reform of and assess the effectiveness of systems for discipline. • Oversee the implementation of an effective customer service ethos in the Garda Síochána. 	<ul style="list-style-type: none"> • Evidence of the Code of Ethics embedded in the Garda Síochána, overseen at Authority meetings; • Consider a review of the Code of Ethics for the Garda Síochána in the context of legislative proposals for Garda oversight; • Effective Protected Disclosure mechanisms in place in the Garda Síochána; and • Compliance with the requirements of the Ethics in Public Office Acts 1995 and 2001 in the Garda Síochána. • Established culture of accountability and openness in the GS. • Timely, effective disciplinary systems in place in the Garda Síochána; and • Trends in disciplinary matters and oversight of the effectiveness of disciplinary systems. • Effective, efficient, fair and customer focused systems for dealing with complaints; and • Trends in customer complaints.
<p>Well established, fully operational appointments system for all staff of the Garda Síochána that come within the Authority's appointment remit</p>	<ul style="list-style-type: none"> • Continue to undertake the appointments process for the senior Garda ranks, developing and evolving systems in consultation with the Garda Commissioner and in line with best practice. • Oversee the modernisation of promotion systems for the ranks of Sergeant and Inspector in the Garda Síochána. 	<ul style="list-style-type: none"> • Timely appointments based on merit based selection systems; • System compliant with applicable regulatory framework; and • System considered as fair and impartial both internally in the Garda Síochána and by the public. • Modernised promotion systems for sergeant and Inspector based on implementation of the recommendations of the Commission on Public Service Appointments (CPSA) and best practice.

Objectives	Actions	Performance Indicators
<p>Keep under review the arrangements for the recruitment, training and development of Garda members and Garda staff</p>	<ul style="list-style-type: none"> • Oversee progress by the Garda Síochána in implementing a performance management system. • Formally review elements of Garda training and recruitment. • Oversee the development and implementation of Garda Learning and Development Strategy to include all training and continual development for Garda members and staff at all levels in the organisation. 	<ul style="list-style-type: none"> • Performance management system implemented across the Garda Síochána; and • Reliance on performance management system to identify staff development requirements, develop training plans and as an input to appointments. • A number of reviews concluded and published. • Effective Learning and Development Strategy in place based on PALF and Workforce Planning, supported by appropriate structures and governance and by appropriate training delivery.

Desired Outcome 3 - Strong public awareness and engagement regarding policing matters		
Objectives	Actions	Performance Indicators
Have effective working relationships with key stakeholders	<ul style="list-style-type: none"> • Review and implement an enhanced communication strategy; • Keep under review the breadth and range of stakeholders the Authority engages with and develop and deepen relationships with appropriate stakeholders. 	<ul style="list-style-type: none"> • Communication Strategy in place and implemented as evidenced by appropriate KPIs. • Engagement and feedback from key stakeholders to inform the Authority's work; and • Collaborative working with key stakeholders in areas of mutual interest
Communities engage actively with the Garda Síochána through the Joint Policing Committees in a way that facilitates crime prevention and improved safety and quality of life for citizens	<ul style="list-style-type: none"> • Deepen engagement with Joint Policing Committees and Community Policing Fora. • Preparation for new mechanisms for oversight of community policing set out in recommendations of the Commission for Future of Policing • Issuance of Guidelines concerning Joint Policing Committees as required. • Convene meetings and/or organise national conferences with JPC and other stakeholders, as appropriate, to support the performance of their functions and to provide community input for the Authority's work. 	<ul style="list-style-type: none"> • Active engagement with local policing contributing to informed oversight. • Active community engagement by the Garda Síochána through the local policing fora, evidenced and overseen at Authority meetings; • Guidance for JPCs in enhancing local accountability for policing performance through local policing plans. • Enhanced opportunity for Joint Policing Committees and local policing fora to contribute to local and national policing oversight.
Improve public awareness of policing matters	<ul style="list-style-type: none"> • Arrange public meetings and events as relevant to promote improvement in standards and facilitate access to accurate information. • Explore and leverage opportunities to raise awareness of policing with the general public, in particular through engagement with the primary, secondary and third level education systems. 	<ul style="list-style-type: none"> • Improved public understanding about policing through Authority meetings and events, public statements and reports and interaction with the public. • Publication and dissemination of a series of materials highlighting the role of the Garda Síochána and highlighting human rights. • Engagement with the public at events, for example, the Young Scientist Exhibition and the Ploughing Championships.

Objectives	Actions	Performance Indicators
	<ul style="list-style-type: none"> • Optimise use of the Authority’s website and social media to provide information about the work of the Authority and to promote public awareness of policing in Ireland. • Undertake, commission or assist in research projects (including by way of public consultation) in relation to policing services; 	<ul style="list-style-type: none"> • Improvement in public knowledge of key information initiatives measured for example by: <ul style="list-style-type: none"> - public survey; - hits on the Authority website in relation to key information campaigns; - reach of public meetings, measured by numbers attending, access to live streaming, social media mentions; - Level of responses provided to public consultations; and - A number of opportunities taken each year to reach new audiences. • Primary research on a selection of policing matters; and • Completion of a number of research projects on policing and oversight matters by external researchers funded by a Research Bursary.

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

Objectives	Actions	Performance Indicators
<p>Be an effective organisation with a culture of high performance</p>	<ul style="list-style-type: none"> • Attract and retain talented and motivated people. • Develop staff through a comprehensive performance management and learning and development system. • Comply with governance and control requirements as set out in statute and Codes of Practice. • Continue to identify and implement innovative solutions to assist in the delivery of effective oversight and enhanced policing services. 	<ul style="list-style-type: none"> • Workforce plan in place and implemented and appropriately skilled staff in place, developed and retained. • Evidence of effective staff target setting and performance appraisal for all employees supported by a Training Plan and provision of appropriate training and development opportunities for staff. • Proactive risk management with effective risk identification and mitigation; and • Positive internal and external audit reports. • Effective and innovative processes and systems in place to support excellent policing and the exercise of valued oversight.
<p>Provide appropriate and timely Reports to the Minister and advice on policing matters.</p>	<ul style="list-style-type: none"> • Preparation and submission of the Authority’s Statement of Strategy and Annual Reports to the Minister for Justice and Equality. • Respond promptly and effectively to requests for advice or reports received from the Minister for Justice and Equality. 	<ul style="list-style-type: none"> • Reports submitted on a timely basis in accordance with statutory requirements. • Provision of high quality, respected contributions and advice in a timely manner.
<p>Transition arrangements to implement the agreed recommendations of the Commission on the Future of Policing</p>	<ul style="list-style-type: none"> • Contribute to the consideration of the implementation of the Commission on the Future of Policing recommendations as they relate to the functions of the Authority; • Put in place transitional arrangements for the new entity to be established to merge the Authority and the Garda Inspectorate 	<ul style="list-style-type: none"> • Contributions to Implementation Group; • Transition plan agreed and implemented; • Work undertaken in collaboration with the Garda Inspectorate; and • Administrative resources shared.

Objectives	Actions	Performance Indicators
	<ul style="list-style-type: none"> • Enhance expertise and capacity in Human Rights. 	<ul style="list-style-type: none"> • Increased knowledge and capacity in Human Rights matters; and • Human Rights Advisor in place and a number of reviews undertaken.

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