



AN TÚDARÁS PÓILÍNEACHTA
POLICING AUTHORITY

Status of 2019 Corporate Priorities at 31 December 2019

Priority	Performance Indicators ⁽¹⁾	Lead Division	Actions	Position at Year end	Notes
1) Monitor and assess the Implementation of the Authority's Statement of Strategy	<ul style="list-style-type: none"> Quarterly reporting to the Authority on the achievement of the strategic objectives as reflected in the annual corporate priorities 	Governance, Corporate Services & Appointments	<ul style="list-style-type: none"> Monthly monitoring of progress in implementation of the objectives in the corporate priorities and quarterly status report to the Authority. 	Achieved	
2) Maintain and enhance the organisation's governance and practice	<ul style="list-style-type: none"> Authority in compliance with the Code of Practice for the Governance of State Bodies 	Governance, Corporate Services & Appointments	<ul style="list-style-type: none"> Ongoing review of compliance with the Code of Practice 	Achieved	
	<ul style="list-style-type: none"> Authority's Annual Report submitted to the Minister by 31 March 2018 	Governance, Corporate Services & Appointments	<ul style="list-style-type: none"> Preparation of the Authority's Annual Report 2018 Publication of the Annual Report 	Achieved	
	<ul style="list-style-type: none"> Continue to progress improvements in systems for managing documents and correspondence in line with roll out of new IT functionality by DJE 	Governance, Corporate Services & Appointments	<ul style="list-style-type: none"> Determine and assess the options available to enhance the Authority's Document Management Systems Liaise with DJE ICT and OGCIO with regard to roll out of civil service systems if applicable 	Not achieved	This has been deferred pending the roll-out of a service-wide Sharepoint solution which is due to be implemented by DJE in 2020.
	<ul style="list-style-type: none"> Manage the implementation of financial shared services 	Governance, Corporate Services & Appointments	<ul style="list-style-type: none"> Liaise with DPER/FMSS project team re revised and future project milestones. Undertake preparations required in relation to the implementation of systems 	Not achieved due to factors outside PA control - carried forward to 2020	Implementation of this project by the National Shared Services Office has been delayed and roll out to the Authority is dependent on the overall project.
	<ul style="list-style-type: none"> Positive internal and external audit reports and implementation of agreed audit recommendations 	Governance, Corporate Services & Appointments	<ul style="list-style-type: none"> Ensure compliance with an adequate system of internal controls Co-operation with internal and external auditors. 	Achieved	
	<ul style="list-style-type: none"> Risk management process further embedded and operating effectively 	Governance, Corporate Services & Appointments	<ul style="list-style-type: none"> Ongoing review of risk management processes and maintenance of up to date risk register 	Achieved	
3) Enhance external communication	<ul style="list-style-type: none"> 2019 Communications Action Plan to set out how the Authority will communicate, provide information, promote awareness of policing and listen to stakeholders, approved by the Authority at its February 2019 meeting and fully implemented 	Policing Strategy and Performance	<ul style="list-style-type: none"> Development and approval of the 2019 Communications Action Plan Implementation of the 2019 Communications Workplan 	Achieved	

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	<ul style="list-style-type: none"> Hold at least five meetings with the Garda Commissioner in public 	Governance, Corporate Services & Appointments	<ul style="list-style-type: none"> Manage the facilities and logistics for the meetings of the Authority in public Manage the Communications for the Authority meetings in public Provide papers and questions for the specific subject areas for themed meetings of the Authority 	Achieved	
	<ul style="list-style-type: none"> Develop and hold 2 conversation events in public on a range of policing matters 	Policing Strategy and Performance	<ul style="list-style-type: none"> Identify, develop and hold a conversation in public on research related to the work of the Authority Identify, develop and hold a conversation in public on a second subject 	Achieved	
	<ul style="list-style-type: none"> Run a communications initiative directed at young people 	Policing Strategy and Performance	<ul style="list-style-type: none"> Identify and run an initiative directed at primary school children Identify and run an initiative directed at secondary school children 	In progress - Project carried forward to 2020	Due to workload associated with reform initiatives, in particular work on Community Safety oversight, a decision was made to defer this work to 2020.
4) System for Appointments in the Garda Síochána	<ul style="list-style-type: none"> Undertake as required, selection competitions for Assistant Commissioner, Chief Superintendent and Superintendent 	Governance, Corporate Services & Appointments	<ul style="list-style-type: none"> Make preparations for and undertake Superintendent Competition Make preparations for and undertake Chief Superintendent Competition Make preparations for and undertake Assistant Commissioner competition if required Complete review of competition and appointment processes and update as required 	Achieved	Competitions for Chief Superintendent and Superintendent held in 2019. Assistant Commissioner competition advertised in December 2019.
	<ul style="list-style-type: none"> Continue to evolve the selection process in line with best practice 	Governance, Corporate Services & Appointments	<ul style="list-style-type: none"> Procure testing and assessment services for use in all selection competitions Review and update selection competition and appointment processes in line with best practice and in consultation with key stakeholders 	Achieved	
	<ul style="list-style-type: none"> Respond promptly to requests to the Authority for increases in the numbers and grades of Garda staff 	Governance, Corporate Services & Appointments	<ul style="list-style-type: none"> Administer and assess business cases for approval of Garda civilian staff and recommend for approval as appropriate 	Achieved	
	<ul style="list-style-type: none"> Provide input to the process of review of the Promotion Regulations, Garda recruitment and the Garda Reserve Strategy 	Governance, Corporate Services & Appointments	<ul style="list-style-type: none"> Monitor developments with regard to and contribute to the development of new Garda Promotion Regulations, Garda recruitment and the Garda Reserve Strategy and provide Authority input Oversee Garda recruitment in line with best practice and the needs of the Garda Síochána Oversee the implementation of the Garda Síochána Reserve Strategy 	Achieved	

Priority	Performance Indicators ⁽¹⁾	Lead Division	Actions	Position at Year end	Notes
	<ul style="list-style-type: none"> Nominate a candidate to Government for appointment as Deputy Commissioner in the Garda Síochána. 	Governance, Corporate Services & Appointments	<ul style="list-style-type: none"> Liaise with PAS, the Garda Commissioner and the Department in relation to agreeing the arrangements for holding a recruitment campaign for the position in accordance with the legislation. Consult with the Garda Commissioner, Department and PAS with regard to the requirements of the position and seek Minister's approval. Manage the Authority's role in the process up to and including nomination by the Authority of the preferred candidate for appointment by Government. 	Not achieved due to factors outside PA control - carried forward to 2020	While the process to run a competition was undertaken in full, it was not possible, due to the outcome of that process, to make a nomination to Government.
5)	Integrate and consolidate the Authority's research capacity				
	<ul style="list-style-type: none"> 2019 Research Strategy and Plan developed by 31 January 2019 	Legal, Policy and Research	<ul style="list-style-type: none"> 2019 Research Strategy and Plan developed and approved 	Achieved	
	<ul style="list-style-type: none"> Implementation of approved 2019 Research Action Plan 	Legal, Policy and Research	<ul style="list-style-type: none"> Implement in accordance with agreed workplan 	Achieved	
	<ul style="list-style-type: none"> Broaden the range of research activities used to produce material that supports the Authority's work 	Legal, Policy and Research	<ul style="list-style-type: none"> Use of commissioning and granting activity to access innovative methodologies Draft Style Guide and Set of Quality Standards for Policing Authority Research to underpin granting and commissioning activity Prepare comparative papers and tabular summaries to support ongoing work of the Authority 	Achieved	
	<ul style="list-style-type: none"> Advertise by 28 February 2019 and manage the Authority's Bursary Scheme for external research projects 	Legal, Policy and Research	<ul style="list-style-type: none"> Advertise by 28 February 2019 Hold Evaluation Board before end April Publicise award of Bursary <u>Manage on ongoing basis until delivery</u> 	Achieved	
	<ul style="list-style-type: none"> Event held with key third level institutions working in areas relevant to the Authority's role 	legal, Policy and Research	<ul style="list-style-type: none"> Event to be held by February 14th Review of event to be provided in form of Authority paper Potential for follow-up events to be explored 	Achieved	
	<ul style="list-style-type: none"> Establish Research Intern Programme 	Legal, Policy and Research	<ul style="list-style-type: none"> Agree approach, obtain sanction and prepare role specification, D/PER sanction Advertise and implement intern scheme (Q. 2-4). 	Achieved	
6)	Broaden and deepen the range of policing performance measures				
	<ul style="list-style-type: none"> Enhance the performance framework through the development of relevant performance measures, with reference to international best practice 	Policing Strategy and Performance	<ul style="list-style-type: none"> Scoping exercise to clarify work undertaken in 2018 & develop workplan for 2019 Map existing measures deployed and identify relevant international comparators 	In progress - Project carried forward to 2020	A project plan has been developed and contacts established with relevant agencies in the UK and this will be progressed in 2020.

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	<ul style="list-style-type: none"> Develop the Authority's understanding of 'standards setting' for policing in Ireland in conjunction with the Garda Inspectorate and other bodies the policing plan 	Governance, Corporate Services & Appointments	<ul style="list-style-type: none"> Undertake a scoping exercise to identify relevant agencies operating in an oversight/regulatory capacity in Ireland Examine approach to standards setting by policing oversight bodies in other jurisdictions Research to identify key facets of agencies selected-powers, functions, supporting legislation Hold meetings with selection of agencies for qualitative input Prepare high level report for Authority consideration Comparative analysis of standards setting aspects of new legislation as it goes through legislative process 	In progress - Project carried forward to 2020	Desk research was undertaken during 2019 and contacts identified and/or established with a number of other agencies including in other jurisdictions to be progressed in 2020.
	<ul style="list-style-type: none"> Explore the feasibility of conducting a survey on a policing related matter 	Legal, Policy and Research	<ul style="list-style-type: none"> Consider potential survey areas, including pros and cons of commissioning versus in house Plan and manage agreed approach 	Achieved	
	<ul style="list-style-type: none"> Expand the programme of engagement with stakeholder groups 	Policing Strategy and Performance	<ul style="list-style-type: none"> Develop a stakeholder engagement plan for 2019 Implement the stakeholder engagement plan for 2019 	Achieved	
	<ul style="list-style-type: none"> Undertake research to better understand victims experiences of the Garda Síochána 	Legal, Policy and Research	<ul style="list-style-type: none"> Consider approach to drafting RFT via literature review and other activities Plan and manage tendering process and delivery of research report 	Achieved	
	<ul style="list-style-type: none"> Assess and encourage the development of the Garda Síochána's capacity to produce a costed annual policing plan 	Policing Strategy and Performance	<ul style="list-style-type: none"> Review Q1 and Q3 iterations of the costed Policing Plan 	Not achieved due to factors outside PA control - carried forward to 2020	An initial costed policing plan submitted by the Garda Síochána was reviewed however the Q3 iteration was not received by year end and the action could not be completed.
7)	Monitoring and assessment of Garda Síochána policing performance <ul style="list-style-type: none"> Monthly evaluation of the 2019 Policing Plan by the Executive supported by site visits designed to evidence the achievement of the Plan, to include proposing a number of visits undertaken jointly with the Garda Inspectorate 	Policing Strategy and Performance	<ul style="list-style-type: none"> Review and update of monthly reporting to reflect the 2019 Policing Plan Undertake a number of visits with the Garda Inspectorate Develop and implement an evidencing framework for the Policing Plan Enhance site visit protocols, including pre- and post-briefing materials Review the format of the Commissioner's monthly report, with a focus on performance reporting 	Achieved	
	<ul style="list-style-type: none"> Production of a half year and full year report on GS performance against the policing plan 	Policing Strategy and Performance	<ul style="list-style-type: none"> Produce the full year report 2018 Produce the mid and full year reports 2019 	Achieved	

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	<ul style="list-style-type: none"> Determination of the format for the Garda Commissioner's annual report by 28 February 2019 	Policing Strategy and Performance	<ul style="list-style-type: none"> Meeting with GS Office of Corporate Communications regarding plans for Annual Report Submit letter to the Commissioner outlining <u>direction for Annual Report</u> 	Achieved	
	<ul style="list-style-type: none"> Policing Priorities for 2020 submitted to the Minister by end September 2019 	Policing Strategy and Performance	<ul style="list-style-type: none"> Consider the approach to the development of the Policing Priorities Undertake consultation on the Policing Priorities Submission of the Policing Priorities to the <u>Minister</u> 	Achieved	
	<ul style="list-style-type: none"> 2019 -2021 Strategy Statement of the Garda Síochána approved 	Policing Strategy and Performance	<ul style="list-style-type: none"> Liaise with the Garda Síochána on the development of the Strategy 2019-21 Support the PS&P Committee and the Authority's development of targets for the Strategy 2019-21 Submission of the Strategy 2019-21 to the <u>Minister</u> 	Achieved	
	<ul style="list-style-type: none"> 2019 Annual Garda Síochána Policing Plan approved and submitted to the Minister by 31 March 2019 	Policing Strategy and Performance	<ul style="list-style-type: none"> Liaise with the Garda Síochána on the development of the Policing Plan 2019 Support the PS&P Committee and the Authority's development of targets for the Policing Plan 2019 Submission of the 2019 Policing Plan to the <u>Minister</u> 	Achieved	
	<ul style="list-style-type: none"> 2020 Policing Plan approved and submitted to the Minister by end December 2019 	Policing Strategy and Performance	<ul style="list-style-type: none"> Liaise with the Garda Síochána on the development of the Policing Plan 2020 Support the PS&P Committee and the Authority's development of targets for the Policing Plan 2020 Hold Policing Plan workshop, if required Submission of the 2020 Policing Plan to the <u>Minister</u> 	Achieved	
	<ul style="list-style-type: none"> Attendance at 6 regional PAF meetings and 10 divisional PAF meetings 	Policing Strategy and Performance	<ul style="list-style-type: none"> Identify and document approach to attendance at PAF meetings Attend 6 regional and 10 divisional PAF <u>meetings</u> 	Achieved	
8) Monitoring the Modernisation and Reform of the Garda Síochána	<ul style="list-style-type: none"> Monthly evaluation and periodic reporting on the implementation of change within by the Garda Síochána, with particular reference to the Authority's six priority areas of: <ul style="list-style-type: none"> Composition and Structure of the Workforce Garda Resource Deployment Supervision Data Quality Victims Culture 	Policing Strategy and Performance	<ul style="list-style-type: none"> Agree Terms of Reference with the Organisation Development Committee Agree approach to evaluation and periodic reporting on the implementation of change, by the Committee Liaise with the Garda Síochána to agree approach to reporting for 2019 	Achieved	

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	<ul style="list-style-type: none"> Assess the Garda Síochána response to and the progress made in: <ul style="list-style-type: none"> - dealing with the issues arising from the Culture Audit - the progress made in embedding of the Code of Ethics throughout the organisation 	Policing Strategy and Performance	<ul style="list-style-type: none"> Monitor and Assess progress of Culture Audit 	Achieved	
	<ul style="list-style-type: none"> Assessment (in conjunction with the Garda Inspectorate) of the implementation by the Garda Síochána of the Inspectorate's 2014 report on Crime Investigation with provision of a report to the Authority by 30 June 2018 	Policing Strategy and Performance	<ul style="list-style-type: none"> Monitor and assess extent to which Code of Ethics is embedded across the organisation 	Achieved	
	<ul style="list-style-type: none"> Ongoing evaluation of progress and reporting by the Garda Síochána on work force planning, recruitment, assignment of civilians and appropriate redeployment of Garda Members to front-line policing 	Governance, Corporate Services & Appointments	<ul style="list-style-type: none"> Analysis of the GS mapping document and other relevant inputs, including the D/Taoiseach implementation plan for the GPRP and GSI assessment, in advance of meeting with the GS concerning possible next steps. Report for the Authority in June 2019 Monitor and assess progress of workforce planning, civilianisation and redeployment through reports and multiagency meetings Support the work of the Organisational Development Committee in relation to workforce planning, civilianisation and redeployment 	Achieved	
	<ul style="list-style-type: none"> Continue to oversee the GS review of policies and procedures in place in the Garda Síochána to deal with protected disclosures 	Legal, Policy and Research	<ul style="list-style-type: none"> Continue to engage with the GS concerning receipt of the final report on the GS review of Protected Disclosures and keep the Authority appraised. 	Not achieved due to factors outside PA control - carried forward to 2020	This could not be progressed in light of outstanding material awaited from the GS.
9) Deepen the engagement with local and joint policing structures	<ul style="list-style-type: none"> Plan in place by end February 2019 setting out the nature and depth of the Authority's engagement with Joint Policing Committees (JPCs) and Public Participation Networks (PPNs) in 2019 	Policing Strategy and Performance	<ul style="list-style-type: none"> Develop JPC engagement Plan Implement JPC engagement Plan 	Achieved	
	<ul style="list-style-type: none"> Annual meeting of Chairpersons of JPCs held by 30 September 2019 	Policing Strategy and Performance	<ul style="list-style-type: none"> Organise and hold annual meeting of Chairpersons by 30 September 	Achieved	
	<ul style="list-style-type: none"> Consider, in light of promised legislative proposals, what interim work might be helpful to assist the JPCs in assessing the delivery of the Local Policing Plan by June 2019 	Policing Strategy and Performance	<ul style="list-style-type: none"> Create suite of documents to assist JPCs in assessing delivery Communicate documents to JPCs 	In progress - Project carried forward to 2020	A draft suite of documents has been created and plans to communicate to JPCs.
	<ul style="list-style-type: none"> Attendance by Authority personnel at 25 joint and other local policing fora, regionally spread, including local policing fora in Northern Ireland 	Policing Strategy and Performance	<ul style="list-style-type: none"> Attend 25 joint and other local policing fora, regionally spread, including local policing fora in Northern Ireland. 	Achieved	

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10) Develop the Authority's capacity to in the area of Human Rights	<ul style="list-style-type: none"> Enhance the organisation's capacity to monitor and assess the Garda Síochána's compliance with its human rights obligations across all areas of operation 	Legal, Policy and Research	<ul style="list-style-type: none"> Identify and ensure relevant human rights training for Authority members and staff Engagement with other oversight bodies and with the GS concerning current arrangements and structures 	Achieved	
	<ul style="list-style-type: none"> Engage a Human Rights Advisor/Expert 	Legal, Policy and Research	<ul style="list-style-type: none"> Engagement of a human rights expert to development of a human rights policing monitoring framework and ongoing monitoring role 	In progress - Project carried forward to 2020	A Framework for the assessment of Human Rights is currently under development with a view to it being quality assured by external experts.
	<ul style="list-style-type: none"> Promote awareness of, and report on the Authority's obligations under Section 42 Irish Human Rights and Equality Act 2014 	Legal, Policy and Research	<ul style="list-style-type: none"> Consult with IHREC on the Section 42 duty and establish the necessary arrangements and awareness among Authority staff Identify activities in 2019 which can be developed under the Section 42 duty and reported on. 	Achieved	
11) Deepen the Authority's understanding of the existence of interagency working involving the Garda Síochána	<ul style="list-style-type: none"> Examine the Joint Agency Response to Crime (JARC) as an example of interagency working to facilitate learning as to how oversight of interagency working might work 	Legal, Policy and Research	<ul style="list-style-type: none"> Prepare draft terms of reference Carry out an evaluation of the youth JARC process 	Achieved	
12) Oversight of significant policing issues as they arise	<ul style="list-style-type: none"> Evaluation of progress by the Garda Síochána on the implementation of agreed actions across a range of areas of policing, to include but not limited to: 				
	<ul style="list-style-type: none"> - Child Sexual Abuse 	Policing Strategy and Performance	<ul style="list-style-type: none"> Support the Authority's ongoing oversight of issues relating to the Garda Inspectorate report on Child Sexual Abuse 	Achieved	
	<ul style="list-style-type: none"> - Roads Policing 		<ul style="list-style-type: none"> Support the Authority's ongoing oversight of issues relating to Roads Policing 	Achieved	
	<ul style="list-style-type: none"> - Youth Diversion 		<ul style="list-style-type: none"> Support the Authority's ongoing oversight of issues relating to Youth Diversion 	Achieved	
	<ul style="list-style-type: none"> - Homicide 		<ul style="list-style-type: none"> Develop an approach to the ongoing monitoring and progress evaluation of the Homicide Review 	Achieved	
	<ul style="list-style-type: none"> Consider the Garda Inspectorate examination of public order policing by the Garda Síochána and take any appropriate follow up action 	Policing Strategy and Performance	<ul style="list-style-type: none"> Liaise with Garda Inspectorate with regard to the review and preparation of the report Publication and Launch of report on Public Order Policing 	Achieved	

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	<ul style="list-style-type: none"> Responses to any Ministerial requests and third party reports as they arise 	to be determined on a case by case basis	<ul style="list-style-type: none"> Respond to requests as they arise 	Achieved	No requests were received in 2019.	
13)	Gain a deeper understanding of Garda Síochána training and education	Oversee the implementation of the Garda Síochána Training Strategy	Governance, Corporate Services & Appointments	<ul style="list-style-type: none"> Monitor process of recruitment and appoint of Learning & Development Director in the Garda Síochána Monitor progress of implementation of Training Strategy 	Not achieved due to factors outside PA control - carried forward to 2020	The position of Director Learning and Development was approved, however it was not possible to achieve this target in full as the GS Training Strategy was not received.
		Continue to present monthly to Phase 3 trainees on the Garda Foundation Training Programme and to courses provided to newly promoted Members of staff as capacity allows	Policing Strategy and Performance	<ul style="list-style-type: none"> Make arrangements for presentations to Phase 3 Garda recruits and coordinate the training schedule Review and update presentation and support material where required Continue to explore with the Garda College presenting to GS promotional training courses / CPD 	Achieved	
		Assessment of the status of coverage of Garda driving training by 30 June 2019	Legal, Policy and Research	<ul style="list-style-type: none"> Engage with GS in early Q2 for an update on provision of Garda driver training, including progress on outsourcing training, and provide an update paper to the Authority in June 2019 	Achieved	
14)	Review Garda Síochána Corporate Governance arrangements	Monitor and assess the efficacy of the structures and arrangements within the Garda Síochána that oversee performance, identify risk and inform good practice in the delivery of policing, to include:				
		- the PAF process	Policing Strategy and Performance	<ul style="list-style-type: none"> Monitor the PAF process 	Achieved	
		- PALF	Governance, Corporate Services & Appointments	<ul style="list-style-type: none"> Monitor the roll out of PALF 	Achieved	
		- Internal Audit		<ul style="list-style-type: none"> Support the Authority's oversight of Internal Audit in the Garda Síochána and perform functions as required in relation to the Audit Committee 	Achieved	
		- Risk Management		<ul style="list-style-type: none"> Support the Authority's oversight of Risk Management in the Garda Síochána 	Achieved	
		- Professional Standards		<ul style="list-style-type: none"> Support the Authority's oversight of Professional Standards in the Garda Síochána 	Achieved	

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	- Anti-Corruption	Legal, Policy and Research	<ul style="list-style-type: none"> Keep the Authority appraised of requirements concerning the GRECO evaluation, and complete the pre-evaluation questionnaire requirements including oversight of the GS input in Q2. 	Achieved	
	<ul style="list-style-type: none"> Monitor and assess the implementation of the Rosters and Duty Management System 	Policing Strategy and Performance	<ul style="list-style-type: none"> Monitor and assess the implementation of the Rosters and Duty Management System 	Achieved	
	<ul style="list-style-type: none"> Participate in the process to review the Disciplinary Regulations 	Legal, Policy and Research	<ul style="list-style-type: none"> Prepare the Policing Authority input to the new legislation by the Department of Justice and Equality (scheduled for Q4) 	Not achieved due to factors outside PA control - carried forward to 2020	The draft legislation had not been received by year end.
15)	Continue to gain an understanding of Garda Síochána resourcing, the manner in which resources are expended and the link with performance	<ul style="list-style-type: none"> Participation in Joint Working Group on Garda Resources on a monthly basis 	Governance, Corporate Services & Appointments <ul style="list-style-type: none"> Attend the working group and any subgroups on reporting or monitoring Develop an approach to the review of the monthly reporting for the Reform and Resources group Oversee and contribute as appropriate to the review of the Garda Síochána Finance function Participate in the steering group for any relevant DPER or Garda Síochána spending or other reviews 	Achieved	
	<ul style="list-style-type: none"> Provision of advice to the Minister on the adequacy of Garda Síochána Resources by 31 July 2019 	Governance, Corporate Services & Appointments	<ul style="list-style-type: none"> Draft and submit advice to the Minister 	Achieved	
16)	Contribute to the Government programme on policing reform	<ul style="list-style-type: none"> Establish Authority structures and capacity to contribute to the programme on policing reform in Quarter 1 2019 	Chief Executive <ul style="list-style-type: none"> Support the Policing Reform Working Group established by the Authority to facilitate an agile Authority response between meetings to matters arising in the context of Authority's engagement with the Government's Policing Reform Programme. 	Achieved	
	<ul style="list-style-type: none"> Advise the Minister and Implementation Group as appropriate as the details of the Government decision are developed 	Chief Executive	<ul style="list-style-type: none"> Advise the Minister and Implementation Group as appropriate as the details of the Government decision are developed 	Achieved	
	<ul style="list-style-type: none"> Consider a review of the Code of Ethics for the Garda Síochána in the context of legislative proposals for Garda oversight 	Chief Executive	<ul style="list-style-type: none"> Consider a review of the Code of Ethics for the Garda Síochána in the context of legislative proposals for Garda oversight 	Achieved	
	<ul style="list-style-type: none"> Advance proposals for change on an administrative basis where practicable 	Chief Executive	<ul style="list-style-type: none"> Advance proposals for change on an administrative basis where practicable 	Achieved	

⁽¹⁾ All indicators are assumed to have a completion time of 31 December 2019 unless explicitly stated.