

ANNUAL REPORT

2022



AN TÚDARÁS PÓILÍNEACHTA
POLICING AUTHORITY

Annual Report of the Policing Authority 2022

In accordance with section 62O (1) of the Garda Síochána Act 2005 (as amended) and in compliance with the Code of Practice for the Governance of State Bodies

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“....a body to be known as An tÚdarás Póilíneachta or, in the English language, the Policing Authority for the purpose of overseeing the performance by the Garda Síochána of its functions relating to policing services.”

Policing Authority establishing legislation



Chairperson's Foreword



It is a very considerable relief that the report for 2022 does not require the same detailed references to the impact of the Covid 19 pandemic as those for the previous years. But Covid cannot entirely be set aside – either in the community or in the Garda Síochána – as its impact continues to be felt, although in mercifully less dramatic ways. There is one enduring impact for the Garda organisation that has not been subject to much attention and that is the effect it had on the number of new Garda members attested.

The planned number of new Garda trainees for the three years, 2020, 2021 and 2022, had been 2120 in total. In the event the number entering the Garda College in those years was 775, a shortfall of 1,345 new gardaí. There was therefore a resultant impact on the numbers passing out from the Garda College whereby only 1,040 members were attested against a projection of approximately 2,000. It is not difficult to imagine the extent of the difference this might have made in the deployment of personnel across

the entire range of policing services. Any discourse, public or private, that does not take this clearly into account is missing a crucial contributory factor.

The Authority has engaged on a number of occasions with the Commissioner and his senior colleagues on the future plans for recruitment and it will be a challenge for the organisation to find ways that progressively makes up the shortfall while retaining the high quality of the current training arrangements.

Any expectation that 'normality' might swiftly return to the world as the pandemic receded was sharply dispelled by the invasion of Ukraine, with its consequent misery for the people of that country and the displacement of so many of its citizens. That process has seen the arrival into Ireland of almost 70,000 Ukrainians seeking refuge and safety. The Garda Síochána responded remarkably well to this development, in common with so many other agencies and individuals.

As it has been since its inception, the Authority was horrified by the continuing pattern of assaults on gardaí in the course of their duty. It is an intolerable reminder of the risks intrinsic to policing and of the willingness of members of the Garda Síochána to put themselves in danger as they seek to keep communities safe. No words are strong enough for the condemnation of such behaviour. As part of its discussions with the Commissioner on this and related matter, and in its conversations and discussions with Garda personnel, the Authority has also given considerable attention to the measures available within the organisation to support the health and wellbeing of members and staff and to the recognition that Garda members will encounter very challenging and traumatic situations in the course of their duties. Detailed attention was also given to the results of the Cultural Audit, conducted independently by Durham University.

An important development during the year was the submission of the final report by Mr Derek Penman on the unwarranted cancellation of CAD 999 incidents. This topic had been the subject of intense attention during 2021 and of an interim report by Mr Penman, the independent expert commissioned by the Authority to undertake the task. The purpose of the Authority's detailed and persistent engagement with this topic was to assure the public that the 999 call service was operating to the high standards that the public expect. His final report was delayed by several months while legal issues impeding his ability to listen to a sample of calls in some of the most serious incidents were resolved. Listening to these calls was an essential part of his examination so that he could evaluate the quality of service and determine the level of risk involved. Happily,

a resolution was found and the final report was published in the autumn. This was a very delicate but vital part of the Authority's work over the past two years and the Authority will continue to oversee the implementation of the recommendations of the Penman report and will regularly review this vital service to the public. The intensive work undertaken by the Garda Síochána to resolve these issues has frequently been acknowledged by the Authority and that acknowledgment is repeated here.

The all too prevalent issue of gender-based violence continues to be a major focus of the Authority's oversight work. Its significance needs no elaboration. Domestic violence, sexual abuse, mainly of women, coercive control, familial violence of all types are issues of the greatest importance and urgency. The Garda Síochána has responded with commitment, vigour and sustained attention to these matters and the Authority has continued to appreciate and to commend its work. Operation Faoiseamh was much applauded during the pandemic but its suspension has not diminished the level of the Garda attention to this area. The increasing skill and experience of the Divisional Protective Service Units have contributed greatly to the confidence of victims of these crimes in bringing forward reports to the gardaí.

On a related and deeply concerning issue, the Authority has devoted considerable attention to the implementation of the recommendations of the Inspectorate's report on Child Sexual Abuse. It has continued to report, as requested, to the Minister on the implementation of the recommendations of that report inasmuch as they relate to the Garda Síochána. And it discusses the range of issues involved on a regular basis with the Commissioner. The pervasive presence of new technologies in our lives can bring great benefits but, as this issue demonstrates, can also be a source of the most grotesque exploitation and abuse of children. No stone can be left unturned in attempting to eliminate this scourge from the lives of the innocent. While recognising that continuing efforts will be involved, the Authority welcomes the steps that have been taken by the Garda Síochána and by partner agencies. It welcomes in particular the progress being made in reducing the backlog in the examination of devices whose contents may contain material of evidential value.

Among other areas of policing that were the subject of oversight and detailed consideration during the year under review, a number merit particular attention. The Inspectorate's report on Custody touches on a range of key issues in respect of those who require to be detained in Garda custody and whose care becomes a key priority for the Garda Síochána. Appropriate places of detention, attention to the human rights of those detained, assessment of the risks associated with individual detentions, appropriate treatment of all who are in custody and comprehensive keeping of records are among the issues to which attention was given. Not all of the considerations involved are within the immediate or direct capacity of the Garda Síochána to resolve.

The Authority devoted repeated attention to complaints about the Garda Síochána, to whomsoever directed, as well as to the number of cases of inappropriate behaviour by Garda members that have been in the public domain. The Authority has always expressed its support for the Commissioner's intention to secure the highest possible standards in the organisation, an aspiration that is no doubt shared by the great majority of Garda members and staff. It has, from his first expression of his intention, supported his establishment of an Anti-Corruption Unit. It knows that there are behaviours that are incompatible with membership of the Garda Síochána. It also knows that the statutory obligation to vindicate the human rights of every individual and the rights and concerns of victims seem not to be given adequate consideration in the evaluation of certain cases. Associated with this has been detailed consideration of the disciplinary arrangements within the organisation. The Authority is certain that urgent and substantial renewal and reform of these disciplinary arrangements is absolutely essential. It will continue to engage with this matter with the Commissioner and with the Department of Justice.

The progress on the Policing, Security and Community Safety Bill and on a number of separate pieces of draft legislation was the subject of careful consideration throughout the year. The first mentioned measure will have significant implications for all aspects of policing including the oversight of the Garda Síochána. The Authority welcomes the engagements with the Department of Justice on a number of elements in the Bill. Separately, it was a source of disappointment that progress cannot be reported on the Authority's intention to ensure that non-security covert policing should be amenable to oversight, with appropriate and necessary safeguards. This area is no less properly the subject of oversight than any other aspect of policing and the Authority will continue to pursue the matter with the Commissioner.

Finally, the Authority was able to realise during the year an ambition that had been frustrated by Covid 19, the holding of some public meetings in the community. Two such meetings were held in 2022, in Monaghan and Portlaoise. They provide an opportunity to locate the discussion of national issues in the specific circumstances of an individual Garda Division and permit direct contact with organisations in the respective areas. The cooperation of the Chief Superintendents and their colleagues in both areas is much appreciated. This practice will continue in the current year.

In conclusion, I wish to convey to my colleagues on the Authority my deep appreciation of their continuing and unremitting commitment to the work and to express to the Chief Executive and her colleagues our thanks for and appreciation of the professionalism and enthusiasm that has been brought to the fulfilment of the Policing Authority's responsibilities.

This review of 2022 would be incomplete without recalling the immense sense of loss felt by each and every one of us in the policing Authority at the untimely death of our friend and former Authority member Dr Vicky Conway. She brought to her role in the Authority, and to all her endeavours, a depth of commitment, a deep understanding of policing, a profound appreciation of the challenges and dangers that confront individual gardai, an understanding of the need for patience in the introduction of a new concept in Irish public life and a deeply held personal belief in the importance of the human rights that inhere in each person. She will be very sadly missed by all who loved and knew her.



Bob Collins

31 March 2023

Chief Executive's Review of the Year



The work of the Policing Authority during 2022 continued to have a strong focus on holding the Garda Síochána to account in a fair and transparent manner in the interests of all. The need to protect the most vulnerable in our society was a priority in our work. In particular, addressing gender based violence; the protection of children and drugs related crime and violence were themes which permeated our oversight work throughout the year.

2022 saw the launch of the Policing Authority Strategy Statement 2022-2024. The strategy is based on five strategic themes and desired outcomes which the Authority will work toward.

These themes of community focused policing, effective policing, Garda integrity and human rights, leading through change, and informed oversight that engages the public on policing matters informed our corporate priorities and action plan for 2022.

While the Authority's work continued unabated through the COVID-19 pandemic, 2022 saw a welcome return to a more normal public health environment. This enabled the Authority to resume a full agenda of face to face meetings with the Garda Síochána and other stakeholders across Ireland, augmented by the continuation of virtual meetings. This has been beneficial for our relationship building and our understanding of the lived experience of policing among communities across Ireland. Engagements during the year included:

- Meetings with 13 Joint Policing Committee/Communities Safety Partnerships across Ireland;
- Visits to 32 Garda units and stations;
- 34 Meetings with stakeholder groups and organisations;
- 14 Authority meetings, five of which took place in public. For the first time, two of those meetings took place outside Dublin - Monaghan in May and Portlaoise in November, both of which were accompanied by engagement with local groups on policing and community safety issues they experience;
- 22 Committee meetings.

Significant progress was made across the year in relation to all of the strategic objectives we have set. Highlights include engagements with local communities on areas such as gender based violence, policing and mental health and drug related intimidation. There was also significant engagement with the Gardaí on internal discipline and Garda integrity along with supporting progress towards ensuring the Garda National Diversity Forum re-develops its terms of reference to ensure it meets the needs of the community. A more detailed analysis of progress against the strategic objectives can be found in section 3 of this report and the progress of our corporate priorities is contained in appendix 1.

The Authority produced 11 publications during the year which included:

- Policing Authority Assessment of Policing Performance 2019-2021;
- Final Report on the Examination of the Garda Síochána review of the closure, (including cancellation) of Computer Aided Dispatch incidents by Mr. Derek Penman;
- Guidelines for Joint Policing Committees;
- Report on a Roundtable Symposium with International Collaborators to Explore the Feasibility of Implementing a Community Safety Co-response Model in Ireland; and
- Submission to the Committee on the Rights of the Child on Ireland's combined fifth and sixth periodic reports.

These reports and others produced by the Authority and third parties can be found on our website.

Research is seen by the Authority as an important mechanism to promote and facilitate improvements to policing in Ireland. We have put in place a multi-year plan including projects on Child Sexual Abuse, Expressions of Dissatisfaction and the Policing of Diverse and Minority Communities. For much of this work, we partner with other agencies with expertise and experience in the relevant fields to ensure the best quality outcomes from the research are achieved.

Our significant role in relation to senior Garda appointments and resources continued to form a significant body of work this year. Selection competitions were held for Assistant Commissioner, Chief Superintendent and Superintendent ranks and panels were established, from which senior appointments were made and will continue to be made during 2023. In all, 45 senior appointments within the Garda Síochána were made / approved by the Authority comprising: six Assistant Commissioners, 10 Chief Superintendents, 21 Superintendents, one Executive Director, one Director and six Principal Officers.

At the end of 2023 the Policing Authority is due to be dissolved and a new independent body, the Policing and Community Safety Authority (PCSA), will be established. The PCSA will have a new and wider remit than the current Authority and will combine roles currently undertaken by the Policing Authority and the Garda Síochána Inspectorate. There has been positive engagement with the Inspectorate and Department of Justice throughout 2022 on preparations for this change and we look forward to continuing good progress toward ensuring the transition to a new body is as smooth as possible.

I would like to thank the members of the Authority and my team for their hard work and professionalism during this year. Their passion for ensuring robust, effective independent oversight of policing in Ireland has enabled the organisation to fulfil its remit of promoting rights-based policing and promoting understanding of policing that enjoys the confidence of the diverse people it serves. The cooperation of staff was also much appreciated in the successful introduction of hybrid working, in line with government policy, and other improvements to working practices.

As in previous years, the Authority has experienced positive engagement by many civil society organisations and statutory bodies who have given generously of their time. This has been of great assistance in allowing the Authority to further develop its understanding of the public's experience of policing in the state. I would like to thank all those involved for their support and look forward to continued generous engagement during 2023.

The work of the Authority would have been far less effective if it had not been for the support of the Department of Justice, the Department of Public Expenditure and Reform, the Public Appointments Service and other statutory agencies with whom we interact. I would like to thank them for their support and assistance during the year. Finally I would like to thank the Garda Commissioner, Garda management and all Garda members and staff who have acted professionally and provided co-operation and assistance to us throughout the year.



Helen Hall

31 March 2023

1. Policing Authority Review of 2022



AN TÚDARÁS PÓILÍNEACHTA
POLICING AUTHORITY

REVIEW OF 2022

14

AUTHORITY MEETINGS

22

COMMITTEE MEETINGS

2

EVENTS

11

PUBLICATIONS



LISTENING TO COMMUNITIES

In 2022, the Authority continued to listen to communities, to hear about their experiences of policing and other issues which impact on their levels and perceptions of safety. Topics discussed were wide ranging, and included drug related intimidation, child sexual abuse, community policing, and domestic abuse. Engagement took many forms, including meetings and focus groups, as well as local engagement around Authority public meetings around the country. The outcomes of this work informed the Authority's engagements with the Commissioner, as well as reports to the Minister and assessments of the performance of the Garda Síochána. The Authority wishes to thank all those who generously and candidly shared their experiences with us this year.

APPOINTMENTS

21

SUPERINTENDENTS

10

CHIEF
SUPERINTENDENTS

6

ASSISTANT
COMMISSIONERS

6

PRINCIPAL OFFICERS

1

EXECUTIVE DIRECTOR

1

DIRECTOR

ENGAGEMENT SUPPORTING OUR OVERSIGHT

32

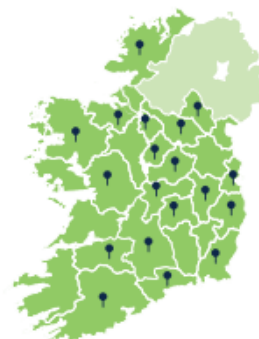
GARDA UNITS
AND STATIONS

34

GROUPS AND
ORGANISATIONS

13

JOINT POLICING
COMMITTEES/
COMMUNITY SAFETY
PARTNERSHIPS



ORGANISATION INFORMATION



€3.4M
FORECASTED
SPEND



37
EMPLOYEES



STRATEGY
STATEMENT
2022 - 24

KEY OVERSIGHT AREAS



CAD/999



CUSTODY



CHILDREN
AND YOUTH



GARDA
RESOURCES



EXPRESSIONS OF
DISSATISFACTION

RESEARCH



CO-RESPONSE
MODELS TO CRISIS
MENTAL HEALTH
SITUATIONS
Roundtable Event
+ Report



THE EXPERIENCES
OF VICTIMS OF
CRIME WITH THE
GARDA SÍOCHÁNA
Commissioned research
conducted

2. What the Policing Authority does

The Policing Authority is an independent statutory body with a key role to oversee the performance of the Garda Síochána in the provision of policing services in Ireland. It was established on 1 January 2016 by the enactment of the Garda Síochána (Policing Authority and Miscellaneous Provisions) Act 2015 (the Act) which amends the Garda Síochána Act 2005.

In November 2022, the Department of Justice published a new [Policing, Security and Community Safety Bill](#) (the Bill) which is currently progressing through the Houses of the Oireachtas. This Bill will implement the recommendations of the report of the Commission on the Future of Policing in Ireland and means that the Authority's role is expected to change in January 2024. A new Policing and Community Safety Authority (PCSA) is intended to be established by a merger of the Policing Authority and the Garda Inspectorate. However, until such time as the PCSA is established, the Policing Authority's existing statutory functions and oversight role will continue unchanged.

The Authority works across four principal areas outlined below. Some of these functions were previously the responsibility of Government or the Minister for Justice. The full range of functions is available on the Authority's website.

Oversight of Policing

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

- Setting annual Policing Priorities and performance targets for the Garda Síochána;
- Approving the three year Garda Síochána Strategy Statement and the Garda Síochána Annual Policing Plan;
- Holding monthly meetings with the Garda Commissioner, including meetings in public at least four times each year, as required by statute;
- Building independent sources of evidence to assess performance through engagement with a broad range of stakeholders;
- Reviewing arrangements and mechanisms within the Garda Síochána;
- Reporting and providing advice to the Minister for Justice arising from the Authority's functions and on request; and,
- Monitoring and assessing the measures taken by the Garda Síochána in relation to recommendations made in reports of the Garda Síochána Inspectorate and other third party reports.

While the Authority is responsible for oversight of the performance by the Garda Síochána of its policing services, under section 26(3) of the Garda Síochána Act 2005, the Garda Commissioner is accountable to the Minister for Justice for the performance of the Commissioner's functions and those of the Garda Síochána.

Appointments

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

- Nominating persons for appointment by the Government to the positions of Garda Commissioner and Deputy Garda Commissioner;
- Undertaking selection competitions for appointments to the senior ranks of Assistant Commissioner, Chief Superintendent and Superintendent and making appointments to these senior ranks and equivalent senior Garda staff positions.

The Authority also oversees a range of other functions relating to workforce planning, recruitment, promotion and training by the Garda Síochána.

Public Awareness and Engagement

The Policing Authority places a high value on transparency to promote awareness of policing performance and related issues to the general public and other interested parties.

The Authority communicates and engages directly with key stakeholders to learn and gain feedback about expectations and experiences which inform our work whilst also holding consultations with the general public.

In order to achieve this the Authority holds meetings and other events in public. In addition, the Authority is committed to publishing agendas and minutes of Authority meetings, reports and other relevant material on our website.

Research

An important objective of the Policing Authority is to add to the body of knowledge in respect of policing in Ireland, to identify best practice, and to contribute to national and international benchmarking.

This is achieved by undertaking in-house research to support the organisation's statutory functions and corporate priorities. Alternatively, the Authority may commission or assist in research projects in respect of matters relating to policing services. This includes the launching of a Research Bursary, with resources being made available to fund a project or projects covering the research themes selected by the Authority

The Authority also builds networks with others in the policing and oversight arenas, nationally and internationally, including oversight bodies, academic and research institutions, and other stakeholders.



Mission

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

Vision

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

Values

Independence

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

Listening

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

Public Centred

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

Fairness

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

Respect

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

Human Rights

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

Learning

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

3. Progress against Strategic Objectives

The following tables set out in brief summary the progress we have made in 2022 against the objectives set out in our Statement of Strategy 2022-24. Our Strategy has five strategic themes with a focus on community policing, effective policing, Garda integrity and human rights, informing and engaging the public on policing matters and a focus on our own organisation and our capacity to constantly improve and manage change.

Strategic Theme 1 - Community Focused Policing

Desired Outcome - Policing serves the needs and secures the confidence of the community in all its diversity.

Objectives	Achievements in 2022
Assess the effectiveness of the policing service provided to communities	<ul style="list-style-type: none"> Engaged communities in oversight by listening to specific communities' views on the service provided and facilitating the Garda Síochána and communities to identify and progress issues. Public Authority meetings took place in Monaghan and Portlaoise including a programme of local engagement and a focus on local issues. This has resulted in a model for public meetings which will be carried forward into the Authority's Business Plan for 2023.
Improve the experience of policing, especially for children and young people	<ul style="list-style-type: none"> Submission to the Committee on the Rights of the Child on Ireland's combined fifth and sixth periodic reports (August 2022). Submission to the consultation on the next Government Policy Framework for Children and Young People (March 2022). Ongoing oversight of the implementation of recommendations made in the Garda Inspectorate Report, <i>Responding to Child Sexual Abuse 2017</i>, including stakeholder engagement. Dedicated engagements at Authority, Committee and Executive level on the Garda Síochána's strategic and operational approach to its engagement with young people as victims, suspects, offenders, and as a key cohort of the community. Commissioned research on the experience and perceptions of policing within diverse and minority communities in Ireland. The research will explore the experience of policing across two communities in Ireland — the Brazilian community and those of African descent.
Undertake focused oversight of key issues for the community through engagement with the Garda Síochána, and relevant stakeholders	<ul style="list-style-type: none"> Publication of the report on a roundtable event at the University of Limerick, which brought international experts together to discuss joint policing and health agency responses (co-response models) to crisis mental health situations (November 2022). Dedicated oversight activity in respect of the experience of children and young people, as above, as well as in-depth engagement on the

Objectives	Achievements in 2022
	<p>community impacts of drug and drug-related activity undertaken by organised crime groups and those associated with them.</p> <ul style="list-style-type: none"> • Particular focus on the Garda response to, and community experience of, drug-related intimidation. • Engagement with NGO and community stakeholders on a range of oversight issues, including Drug Related Intimidation, and policing and mental health.
Strengthen local policing accountability	<ul style="list-style-type: none"> • The 7th Annual consultation event of Chairs of the Joint Policing Committees (JPC's¹), Chief Executives of Local Authorities and representatives from the Garda Síochána took place in September 2022 to provide community input into the Authority's work, focusing this year on the new JPC Guidelines, and the key issue of Drug Related Intimidation. • New revised JPC guidelines launched in September 2022 and laid before the houses of the Oireachtas. • Templates developed and issued to support JPCs in carrying out their work. • Attended JPC meetings and engaged with Community Safety Partnership pilots throughout 2022.
Monitor and assess the learning arising from interagency initiatives and any implications for community safety	<ul style="list-style-type: none"> • Introductory meetings held with Local Community Safety Partnership pilots in Waterford, Longford and Dublin's North Inner City.² • Discussions with communities around the country on issues affecting community safety and perceptions of safety.

Strategic Theme 2 – Effective Policing

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

Objectives	Achievements in 2022
Monitor and assess policing performance in line with statutory commitments	<ul style="list-style-type: none"> • The Authority undertook an Assessment of Policing Performance for the Garda Síochána strategy period 2019-2021, which was published in May.

¹ Joint Policing Committees (JPCs) provide a dedicated forum to support consultation, cooperation and synergy on policing and crime issues between the Garda Síochána, local authority officials, elected representatives and the community and voluntary sectors. A JPC operates in each of the local authority areas, with 31 in total.

² Local Community Safety Partnerships (LCSPs) aim to combat anti-social behaviour by creating a tailored local community safety plan with input from the local community and public services.

Objectives	Achievements in 2022
	<ul style="list-style-type: none"> • The Policing Priorities 2022-2024 were considered and reaffirmed by the Authority. • Ongoing engagement took place with the Garda Síochána in relation to performance, including for example through: <ul style="list-style-type: none"> ○ Eleven engagements by the Authority with the Commissioner on a range of oversight themes, including five in public – two of which were held in Monaghan and Portlaoise and placed a focus on local policing issues. ○ Oversight of performance against the Policing Plan 2022 and the Policing Priorities on a monthly basis; ○ Eight meetings of the Policing Strategy and Performance Committee and five meetings of the Organisation Development Committee, involving engagement with senior Garda representatives; and, ○ Publication of bi-annual Assessments on Policing Performance. • Focussed oversight on key areas including: public order policing; community impact of drug and drug related policing; the inappropriate cancellation of CAD/999 calls; the response to sexual offences and domestic abuse; the response to child sexual abuse; human rights and matters of Garda integrity
<p>Monitor and assess the governance arrangements in place in the Garda Síochána that ensure that key third party recommendations are implemented</p>	<ul style="list-style-type: none"> • Several meetings were held with the Deputy Commissioner, Shawna Coxon, during 2022 and the Authority was provided with details of the implementation of third party report recommendations by the Garda Síochána and the mechanisms they will use to track them. This is an area which requires further investment by the Garda Síochána and will remain an ongoing part of our oversight of policing.
<p>Assess the degree to which the enabler functions such as finance, HR, ICT and accommodation are providing strategic support to policing</p>	<ul style="list-style-type: none"> • The Authority continues to engage with the interdepartmental Joint Working Group on the adequacy of Garda resources. Resources featured regularly at Authority meetings and the letter and a submission assessing the adequacy of Garda resources was submitted to the Minister in July 2022 as required under Section 62H(2)(b) of the Garda Síochána Act 2005. • Engaged with the Garda Síochána Senior Leadership Team regarding workforce planning. • The Authority's Garda Síochána Organisation Development Committee addressed progress made by the Garda Síochána in relation to finance, human resources, governance and infrastructure.

Objectives	Achievements in 2022
Monitor, assess and report on the efficacy of the structures, training, policy and practices in place that enable the effective prevention and detection of crime	<ul style="list-style-type: none"> Continued to oversee the implementation of the Operating Model. Engaged with the Garda Síochána on its use of the data and information available to it to inform the approach taken to crime prevention and detection of crime. Continued to oversee the degree to which policy and practice is supported by relevant training, including for example in the area of protective services and public order.

Strategic Theme 3 – Garda Integrity and Human Rights

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

Objectives	Achievements in 2022
Oversee the range of actions being taken by the Garda Síochána to monitor and support Garda Integrity	<ul style="list-style-type: none"> Continued and focused oversight of the implementation of the recommendations arising from the Garda Inspectorate Report <i>‘Countering the Threat of Internal Corruption’</i>. Engaged with the Garda Síochána in the area of Human Rights, the Code of Ethics and its impact to the culture of the organisation, and the findings of the second Garda Síochána Cultural Audit. Engaged with the Garda Síochána with regard to a wide range of integrity issues, including discipline, suspensions, protected disclosures, performance management and anti-corruption.
Assess the degree to which Human Rights are embedded throughout the organisation	<ul style="list-style-type: none"> Continuing oversight of implementation of the recommendations arising from the Garda Inspectorate Report on Delivering Custody Services, including the Authority Chairperson participating in the <i>Police Custody in Ireland</i> conference in September. Provided observations in relation to the Garda Síochána Human Rights Strategy. Provided observations to the appropriate Oireachtas Committee in relation to the Garda Síochána Digital Recording Bill with respect to implications for Human Rights issues. Provided observations in relation on the Draft General Scheme of the Inspection of Places of Detention Bill.

³ The new Garda Operating Model is being introduced as a part of A Policing Service for the Future. Under the model Garda divisions will increase in size and have more operational autonomy.

Objectives	Achievements in 2022
Assess how consistency in the handling of complaints regarding Garda behaviours and subsequent action is assured	<ul style="list-style-type: none"> • Undertook work into Expressions of Dissatisfaction with the Garda Síochána's performance and conduct in order to give greater transparency to the complaints process and understand how expressions of dissatisfaction are dealt with and how data is gathered, examined and used to inform policy. • Extended engagement with stakeholders from Ireland and from neighbouring jurisdictions in relation to best practices around handling complaints against members of police services.
Appointments	<ul style="list-style-type: none"> • Continued to develop the process for appointments to senior ranks of the Garda Síochána with a tender for competency frameworks to be issued in 2023. • Three selection competitions were undertaken and a panel established for appointment to the ranks of Assistant Commissioner, Chief Superintendent and Superintendent.

Strategic Theme 4 – Leading through Change

Desired Outcome – To ensure that the Authority has influenced and is prepared for: the future policing oversight arrangements; and, its transition to become the Policing and Community Safety Authority.

Objectives	Achievements in 2022
Drawing on the Authority's experience to inform and influence the consideration and implementation of future policing oversight arrangements	<ul style="list-style-type: none"> • Active engagement with the Department of Justice steering groups and the Garda Inspectorate in relation to the upcoming transition to the Policing and Community Safety Authority.
Prepare the organisation for the transition to the new entity	<ul style="list-style-type: none"> • Assessments on current capacity and infrastructure for consideration of the needs of the new body in terms of skills, governance, ICT, records management systems, policies and procedures.
Maintain a culture of high performance during the period of transition to any new working arrangements and to the establishment of the new Authority	<ul style="list-style-type: none"> • Proactively managed human resources matters in the Authority including recruitment, retention, training and development and performance management. • Complied with governance, risk and reporting requirements in line with legislation and Codes of Practice. • New Policing Authority Intranet launched.

Objectives	Achievements in 2022
Enable effective move to hybrid working in the organisation in line with Government policy	<ul style="list-style-type: none"> Hybrid working has been embedded in the organisation with facilities for hybrid meetings and hot-desking in place.
Maintain and enhance governance structures and processes to continue to fulfil all statutory requirements	<ul style="list-style-type: none"> The Authority transitioned from the Department of Justice ICT network to the OGCIO. Conducted a number of internal audits in line with our Audit Plan for 2022 including a Health and Safety audit, appointments audit and compliance with the Code of Practice for Government and State bodies. The Annual Board and Committees self-review of performance and effectiveness was undertaken in line with the Code of Practice for the Governance of State Bodies.

Strategic Theme 5 – Informed oversight that engages the public on policing matters

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

Objectives	Achievements in 2022
Engage with stakeholder organisations and groups to hear their experience of policing and the experience of the people they represent, in order to inform our oversight work	<ul style="list-style-type: none"> Engaged with 34 different stakeholder groups and organisations to better understand how policing is experienced in our communities. Further developed and extended stakeholder engagement approach to inform oversight work, human rights and equality and assessment of Garda performance. Programme of engagement was enhanced and diversified to include local engagement in specific areas, and focus groups.
Engage with Garda members in stations, specialist units and bureaus to hear and understand their experience of the challenges of policing, policing reform and resourcing	<ul style="list-style-type: none"> Engagement with members and staff across all ranks and grades to better understand the lived experience of the Garda workforce in the performance of their roles. Site visits and meetings held with 32 Garda divisions, specialist bureaus, stations and units. Attendance at regional and divisional Performance Accountability Framework meetings to observe the sub-national management and governance arrangements in place within the Garda Síochána.

Objectives	Achievements in 2022
Undertake, commission, promote and collaborate in research into policing matters, to inform oversight and public awareness of policing matters	<ul style="list-style-type: none"> • Multi-Annual Research Strategy developed. • Establishment of Garda Síochána and Policing Authority project team to establish joint Research Bursary scheme.
Maintain and deepen effective relationships with policing oversight bodies in Ireland and abroad	<ul style="list-style-type: none"> • Regular meetings and interaction with international policing oversight bodies particularly in Northern Ireland, Scotland, England and Wales. • Close liaison with the Scottish Institute for Policing Research to share knowledge and best practice • Continued presence at a range of events and conferences.
Promote public awareness of policing matters and the outcomes of policing oversight	<ul style="list-style-type: none"> • Publication of a three year review of the Garda Síochána's performance over the strategy period 2019-2021. Performance was assessed primarily but not exclusively against the commitments made by the Garda Síochána in its Statement of Strategy 2019-2021 and subsequent policing plans. • The publication of a half-year Policing Authority Assessment of Policing Performance for 2022 in July. • Published a range of material on the Authority website in order to provide transparency on the Authority's work to stakeholders and the public. • Local and national coverage across the Irish media landscape including print, online, radio and TV. • Enhanced the reach of Policing Authority newsletter and Twitter profile.

In accordance with its Statement of Strategy and to reflect additional requests from the Minister, the Authority set its Corporate Priorities for 2022 at the start of the year to guide it in prioritising its work in 2022. The status of the achievement of these priorities at the end of 2022 is included for information at Appendix 1.



4. Feature Article: Why we listen

The oversight of policing is concerned with understanding and assessing policing performance and the degree to which that performance is in line with the needs, expectations and rights of the public it serves – in all its diversity. The nature of what constitutes policing performance is not simple - in that it cannot be limited to any one dimension of policing. Policing in the first instance is about preventing and detecting crime and enforcing the rule of law. Much of performance in this regard can be measured through the levels of reported and detected crime and criminal justice outcomes. The policing service is a public service funded by the tax payer – so a dimension of performance is whether the arrangements for the development and distribution of resources and capability are effective and efficient. If we experience crime or fear for our safety, another dimension of performance is the speed and appropriateness of the response that we receive when we call on that service. Was the tone of response in line with our expectations and needs?

The confidence of the public in the service is another measure of performance – the belief that it can and will keep us safe, that if we report a crime appropriate policing action will be taken and that the police operate in a manner that is proportionate, legal and ethical - not only protecting our rights but vindicating them whether we are a victim, suspect or witness. Having a sense of confidence in the police service is arguably not dependent on our having direct contact with the Garda Síochána. For many of us our only contact with that service may be in getting a passport form signed or being stopped at an occasional checkpoint. Our confidence in the policing service in that context can be gleaned from there being the conditions and sense of safety for us to move through our days in a way that allows us and our communities to thrive.

The Authority established early on that it would not confine its oversight to a narrow consideration of performance. While crime statistics and reporting from Garda Management provided an important and valuable source of information, this does not capture the breadth of what is needed to be considered in assessing performance. The Authority began to complement existing information by seeking out the views of Gardaí that were working in stations and in specialist units to listen to the perspective of those delivering the service and implementing the policies and strategies of the organisation. The Authority also began to meet with organisations that represented groups of people for whom the question of policing performance was critical. These included NGOs working with victims or representing groups in society that historically and indeed currently can have a difficult relationship with the Garda Síochána. At its most basic the value the Authority places on listening was premised on a simple recognition that as an oversight body it is important to understand the experience and perspectives of those delivering and receiving the service being overseen.

These perspectives considered in concert painted a nuanced and sometimes complex picture of policing performance. It highlighted where there were disparities between the stated intent of the organisation and the outcomes of policing, where there were inconsistencies in the delivery of the service and inconsistencies in the experience of those interacting with the service. It also highlighted where things were working well and what was of value for the public. This in turn allowed for a more informed and richer exchange between the Authority and the Garda Commissioner that attempted to look at policing performance across a range of dimensions.

Listening evolved

When the pandemic began in 2020, additional policing powers were given to the Garda Síochána. At that time the Minister for Justice requested that the Authority would assess and report on the manner in which these powers were being used. The powers afforded to the Garda Síochána were of a nature that intruded on and circumscribed the normal patterns of everyday life. To report on their use in an agile fashion the Authority quickly expanded the breadth of its listening. This involved identifying groups, organisations and

communities and asking them about their experience of policing during the pandemic. It was not research or consultation. It did not attempt to be statistically representative. It involved a simple format that asked people to talk about their experience of policing and the Garda Síochána's use of the new police powers – which they did - giving generously of their time and speaking about their experience with great candour.

In choosing who to talk to, the Authority attempted to get a range of communities from across the country as well as business interests, NGOs and organisations representing particular groups in society. The Authority maintained a relationship with many, returning at various points to hear how the changing contours of the pandemic were impacting on policing. The Authority made a particular effort to ensure that voices seldom heard were among those to whom it listened. Our listening work is premised on a recognition that often it is not that people are hard to reach, but that they are seldom heard. Hard to reach can be interpreted or suggest that groups make it difficult to access them, that they in some way are placing obstacles in the way of an eager officialdom that is seeking to engage productively with them. The experience of the Authority has been that with little effort, groups, organisations and communities have a lot to say about their lived experience within their communities and the realities of their lives. There is material available through attitudinal surveys on the public's views of policing but arguably those seldom heard are not represented in sufficient numbers within these surveys to be assured that the results reflect their experience of policing. Our experiences are not homogenous and the same is true of our experience of policing which was borne out and articulated in the COVID reports produced during this period.

When the Authority began this work it did not perhaps anticipate the richness of the perspectives that would be offered. This material informed our reporting to government and provided a window into the sense the public has of the approach to policing at what was a stressful time for all. One of the key insights was perhaps the articulation of what was of most value for the public in terms of the policing service. This has been well documented in the sixteen COVID Reports which the Authority published in 2020 and 2021. In summary it emerged that policing presence in the community rather than just visibility brings with it a sense of safety, that the public want contact with their police service and that a tone of policing that communicates that it is a policing service that protects all, are important indicators of performance for communities that in turn engender trust and confidence.

Listening in 2022

The Authority has continued its listening work and it is now an important aspect of the way we work. In 2022 the Authority met with a wide variety of communities and groups to hear about their experience of policing. There is no attempt to generalise what we hear, it is the particular experience of individuals and groups in a particular place at a particular point in time. Common themes do emerge however and these provide useful insights into policing performance. The Authority brought many of the themes that emerged in 2022 together in a publication – 'What we heard' which was published in February 2023. That document is the outcome of many conversations and provides a sense of the challenges that the public realises are faced by the Garda Síochána in delivering the service. It also articulates the challenges faced by communities. Perhaps a key theme to be considered is the recognition that safety and a sense of safety cannot be delivered by the Garda Síochána alone. The factors that contribute to our sense of safety are multiple and go beyond the prevention and detection of crime or indeed the absence of crime. They include housing, education, child protection, health and mental health and the ability for the agencies and organisations to work together at a policy level but also in the particular at a very local level.

At a time when legislation is progressing around the concept and delivery of Community Safety it is pertinent to recognize the critical but not unlimited role the Garda Síochána plays in its creation and maintenance. It is a job for communities working with the breadth of agencies that can create the conditions in which communities can thrive. The Authority will continue to inform its developing understanding of community safety through its listening work with Gardaí and communities and groups to prepare for its future role as the Policing and Community Safety Authority.

5. Governance and Structure

1. Authority Members

The Authority's' establishing legislation provides for a membership of a Chairperson and eight ordinary members, appointed for a three or four year term with the possibility of reappointment for a further term subject to a maximum of eight years. The Chairperson and members of the Authority were selected for appointment by the Government following selection processes run under the Stateboards.ie process by the Public Appointments Service. 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.

There were nine members of the Authority at the beginning of 2022 with eight members in place at 31 December 2022 as one member resigned with effect from 8 May 2022. Members of the Authority were engaged on the basis of a commitment of 4 to 6 days per month and the Chairperson's formal commitment is on the basis of 2.5 days per week. Details of the Authority Members are listed in Table 1, including their term of office and meetings attendance during 2021. Table 2 shows annual fees and travel and subsistence costs for Authority Members for 2022.

Table 1: Terms of office and 2022 meeting attendance of Authority Members			
Authority Member	Expiry of term	Authority Meetings attended	Committee and Representational Meetings ⁴
Bob Collins (Chair)	31/12/23	13	21
Deborah Donnelly	31/12/23	13	8
Donal de Buitleir	08/03/24	14	5
Elaine Byrne	08/03/24	11	5
Moling Ryan	31/12/23	13	13
Paul Mageean	31/12/23	14	5
Shalom Binchy	08/03/24	14	8
Stephen Martin ⁵	08/03/24	4	2
Valerie Judge	31/12/23	13	5

⁴ A total of 22 Committee meetings were held. In addition, Members attended a number of working group meetings and represented the Authority at a number of other meetings and events throughout the year.

⁵ Stephen Martin resigned from the Authority with effect from Sunday 8 May 2022.

Table 2: Annual fees and travel and subsistence costs for Authority Members⁶

Authority Member	Annual Fees ⁷ paid in 2022 €	Costs reimbursed to Member in 2022 €	Costs paid directly to suppliers in 2022 €
Bob Collins (Chair)	32,450.00	-	460.10
Deborah Donnelly	14,963.00	-	1,172.60
Donal de Buitleir	14,963.00	-	194.00
Elaine Byrne	14,963.00	340.82	661.75
Moling Ryan	14,963.00	-	194.00
Paul Mageean	14,963.00	2,292.00	1,549.75
Shalom Binchy	14,963.00	-	105.00
Stephen Martin ⁸	5,298.54	-	352.70
Valerie Judge	14,963.00	-	89.00

2. Committees of the Authority

The Authority had a number of Committees in 2022 to oversee the governance and progress the work of the Authority in relation to its statutory priorities under Terms of Reference which set out their purpose, guided their work and set out the details of matters which are delegated to the Committee for decision. The Terms of Reference for each Committee and the approved minutes of their meetings in 2022 are published on the Policing Authority website.

Updates from Committees are a standing agenda item at each Authority meeting, where the Chair of each Committee provides a verbal update on the Committee's work to the Authority. Papers setting out matters for the decision or approval by the Authority arising from the work of Committees are submitted for consideration at Authority meetings. Each Committee is provided with a secretarial resource and the Committee Chair keeps the Chief Executive informed of any work which may require additional resources.

Four committees were in place in 2022. All members of the Authority are members of at least one Committee with the exception of the Chairperson who, while not a member of any Committee, may attend Committee meetings from time to time. At the end of 2022 each Committee also had one external member. The Garda Appointments Quality Assurance and Selection Governance Committee is chaired by an external member who is a senior independent recruitment expert. Details of each committee, together with membership and meetings in 2022 are set out In Table 3.

⁶ The figures in the Annual report are currently in draft and are subject to C&AG audit.

⁷ Fees paid to Authority Members are approved by the Minister for Justice with the consent of the Minister for Public Expenditure and Reform.

⁸ Stephen Martin resigned from the Authority with effect from Sunday 8 May 2022.

Table 3: Authority Committees 2021		
Committee	Membership	Meetings in 2022
Audit and Risk	Moling Ryan (Chair)	5
	Bernadette Orbinski Burke (External member) ⁹	1
	Declan Hoban (External member) ¹⁰	2
	Melanie Pine (External member) ¹⁰	3
	Ronan Nolan (External member) ¹⁰	3
Garda Appointments Quality Assurance and Selection Governance	Bryan Andrews (Chair) (External member)	4
	Moling Ryan	4
	Valerie Judge	3
Garda Organisation Development	Paul Mageean (Chair)	5
	Donal de Buitleir	5
	Elaine Byrne	5
	Melanie Pine (External member) ¹⁰	2
	Valerie Judge	5
Policing Strategy and Performance	Deborah Donnelly (Chair)	8
	Gillian Imery (External Member) ¹¹	1
	Moling Ryan	8
	Ronan Nolan (External member) ¹⁰	2
	Shalom Binchy	8
	Stephen Martin ⁵	2

3. Executive Team

The role of the Executive, led by the Chief Executive, is to implement the policies and decisions of the Authority. In addition, the role of the senior management team is to keep the Authority informed through its regular meetings of relevant developments including any material risks and to support the Authority's work by providing the relevant support, information and expertise in relation to governance and policy development at both Authority and Committee level.

The role and responsibilities of the Chief Executive are set out in legislation and in the Authority's Governance Framework. In addition, the Chief Executive is the Accounting Officer for the Authority's Vote and this responsibility is separate to the governance responsibilities of the Authority members.

Membership of the senior management team is shown in Table 4.

⁹ Bernadette Orbinski Burke stepped down from her position on 23 November 2022

¹⁰ Both Ronan Nolan and Melanie Pine's terms on the Authority's committees came to an end on 28 July 2022. Declan Hoban and Bernadette Orbinski Burke were appointed to the Audit and Risk committee on the same day.

¹¹ Gillian Imery was appointed to the Policing Strategy and Performance committee on 3 November 2022.

Table 4: Senior Management Team 2021	
Role	Name
Chief Executive	Helen Hall
Director	Aoife Clabby
Director	Cormac Keating
Director	Margaret Tumelty

The Chief Executive's salary on 31 December 2022 was €172,892 on the salary scale for Assistant Secretary in the civil service, which is the amount approved by the Minister for Justice with the consent of the Minister for Public Expenditure and Reform. Travel and subsistence costs reimbursed to the Chief Executive arising from the performance of her duties amounted to €5,384.09 in 2022.

4. How we work

Authority meetings

The Authority plans for a day long plenary meeting each month, except in the month of August. Each meeting includes a meeting with the Garda Commissioner and the senior Garda team. The Authority is required by the Act to hold no less than four meetings in public with the Garda Commissioner annually. The schedule of meetings for the year is published in advance, including indicating which meetings will be held in public with the Commissioner. From time to time, the Authority holds additional or exceptional meetings on a needs basis, which may include meetings with the Garda Síochána. In addition to 11 scheduled meetings in 2022, 3 additional meetings were held in 2022 to deal with emerging issues.

Meetings with the Commissioner in public are generally held in a public venue and admittance to observe is available to the public and the media. In the first half of 2022 due to the health measures in place arising from the COVID-19 pandemic, meetings with the Commissioner in public were held online, the meetings continued to be advertised in advance on the Authority's website and were live streamed via the Authority's website and available to broadcast by the media. Archived recordings are available to view on the [Authority's YouTube channel](#). Members of the public were once again allowed to physically attend public meetings from September 2022.

In 2022, the Authority met a total of 14 times, meeting with the Garda Commissioner and his senior colleagues on 11 of these occasions, of which five were held in public.

The Authority publishes the draft agenda for meetings on its website one week in advance and approved minutes are also published on the website. In addition, the Garda Commissioner's monthly report to the Authority was published on both the Garda Síochána and Authority websites.

The Authority makes provision for meeting in private at each monthly meeting without the Executive present and this was availed of on 4 occasions during 2022.

In keeping with the high value placed by the Authority on openness and transparency the Authority is committed to communicating and engaging with the public by:

- Publishing agendas and minutes of meetings on the Authority's website;

- Holding meetings in public, by holding consultations with stakeholders and with the public and by engaging directly with key stakeholders such as joint policing committees and civil society; and,
- Publishing reports and other material on its website.

5. Governance Arrangements

The Policing Authority is established as a statutorily independent body. In the exercise of its statutory functions, the Authority is wholly independent and as a publicly funded body it is appropriately accountable to the Oireachtas and the Minister for Justice.

The overall Governance and Control Framework within the Authority is guided by:

- The Garda Síochána Act 2005 as amended;
- The Code of Practice for the Governance of State Bodies, which has been adopted by the Authority;
- The Corporate Governance Standard for the Civil Service, with which the Authority is required to comply in light of its funding by an Exchequer Vote;
- The recommendations of the Report of the Working Group on the Accountability of Secretaries General and Accounting Officers (the Mullarkey Report);
- The Code of Ethics for the Garda Síochána, which has been adopted, where applicable, by the Authority;
- Public Financial Procedures;
- The Public Spending Code; and,
- Such other legislation, government and public service policies and circulars as are applicable to civil service organisations.

Governance Framework

The governance arrangements in place in the Authority are set out in detail in the Authority's Governance Framework document. This is supported by a suite of other governance documents including:

- Code of Conduct for members and staff;
- Standing Orders;
- Scheme of delegations and matters reserved to the Authority;
- Strategy Statement 2022-2024; and,
- Oversight Agreement and Performance Delivery Agreement with the Department of Justice.

These documents were revised as appropriate during 2022 to reflect any changes considered necessary and are published on the Authority's website.

Responsibilities

The Authority is responsible for:

- Leading and directing the Authority's activities;
- Compliance with all applicable statutory obligations;
- Holding the CEO and senior management to account for the effective performance of their responsibilities;
- Matters relating to audit, governance and risk management;
- Ensuring that effective systems of internal control are in place and implemented;
- The preparation and adoption of a Statement of Strategy; and,
- The preparation of this Annual Report of the Authority.

The Chief Executive is responsible to the Authority for the performance of her duties and for providing it with such information in relation to the performance of those functions as the Authority may from time to time require.

The Authority operates under a financial provision voted by the Dáil annually, for which the Chief Executive is the Accounting Officer with associated responsibilities for the internal control environment.

Code of Conduct

The Policing Authority Code of Conduct sets out the standards of principle and practice which govern the conduct of Members and staff of the Policing Authority, including external members of Authority Committees. The purpose of the Code is to:

- Establish an agreed set of ethical principles for Members and staff of the Authority;
- Prevent the development or acceptance of unethical practices; and,
- Promote and maintain confidence and trust in Members.

By setting out the key principles to which members and staff should adhere, namely:

- Acting in the Public Interest;
- Integrity and Independence;
- Transparency;
- Confidentiality;
- Participation; and,
- Fairness.

The Code underscores the Authority's commitment to the highest standards of business conduct and has been prepared to assist Authority Members and staff in understanding their duties, rights and obligations. It also commits Members and staff to abide by the Code of Ethics for the Garda Síochána. The Authority undertakes an annual review of the Code to ensure it remains appropriate.

Conflicts of Interest

Procedures are in place to ensure that the Members and staff of the Authority comply with the provisions of the Ethics in Public Office Act, 1995 and the Standards in Public Office Act, 2001, where applicable. In addition, in accordance with the Policing Authority Code of Conduct for Members and Staff, Members of the

Authority register their interests in other undertakings with the Secretary on their appointment. The Code of Conduct also governs conflicts of interest in the context of selection competitions run by the Authority and other circumstances where conflicts of interest might arise. All Members of the Authority complete an annual ethics return in accordance with the requirements of the Ethics in Public Office Act.

Standing Orders

The Authority's Standing Orders set out the procedures by which the Authority conducts its business.

Scheme of Delegations

The Authority has agreed a scheme of delegations. This sets out:

- Delegated authority to approve expenditure below agreed thresholds to the Chairperson and Chief Executive;
- Matters relating to governance which are reserved to the Authority; and,
- The statutory functions of the Authority and the extent to which these have been delegated to a Committee of the Authority, the Chief Executive or are reserved to the Authority.

Performance Evaluation

A self-assessment review of the effectiveness of the Authority in 2022 was undertaken in accordance with the requirements of the Code of Practice for the Governance of State Bodies. This is undertaken annually by means of anonymous survey of all existing members at year end.

Oversight by Parent Department

There is an Oversight Agreement and a Performance Delivery Agreement in place with the Department of Justice which clearly defines the terms of the Department's relationship with the Authority. They also describe the key roles, responsibilities and supports which underpin the relationship between the Authority on the one hand and the Department, the Minister and the Oireachtas on the other. These agreements reflect and document the extent to which the compliance requirements of the Code of Practice for the Governance of State Bodies are suitably adapted to the circumstances (including the size and independence) of the Authority.

A number of the functions of the Policing Authority set out in the Act require the Authority to either consult, advise or inform the Minister or the Government on various matters.

Governance liaison meetings between senior management of the Department of Justice and senior management of the Authority take place on a bi-annual basis to monitor performance and consider items of common interest in relation to the Authority's remit. As part of the new policing accountability and oversight arrangements, there is at least one meeting each year of the Department, the Garda Síochána and the Authority, with a view to discussing and reviewing matters arising in relation to policing services and the various responsibilities of each organisation.

Audit and Risk Committee

An Audit and Risk Committee, consisting of two members, who are external to the Authority, together with one Authority member, was established in July 2016 under an Audit and Risk Committee Charter and met on 5 occasions in 2022. The Committee provides independent advice to the Authority and the Accounting Officer, including in relation to the suitability and robustness of the organisation's internal control, internal audit, risk management and governance systems and procedures.

Risk Management

The Authority has a comprehensive risk management policy and system in place, including a detailed up to date risk register. The risk register includes a detailed assessment of the Authority's principal risks, and a description of the risks and internal controls and measures to mitigate risk. The risk register is maintained by the Authority's Chief Risk Officer and is updated on an ongoing basis to reflect new risks arising at all levels in the organisation and changes in controls to mitigate risks. The risk register is reviewed by the Audit and Risk Committee each quarter. The Authority reviews the full register at least once per annum. Risk management is a standing item on the Authority's monthly meeting agenda and a monthly risk management report is reviewed and specific risks discussed. Risk and measures to mitigate risk are addressed in the context of all significant Authority discussions and decisions. Procedures to manage risk are in place throughout the organisation and are an agenda item at management, team, staff and project meetings.

System of Internal Controls

Robust and effective internal controls systems and procedures are in place in the Authority to ensure compliance, as appropriate, with the relevant principles, requirements and guidelines of the Public Spending Code and to mitigate against risk. An annual review of the effectiveness of internal control systems has been undertaken by the Internal Audit provider to ensure all aspects of risk management and internal control for the year have been considered and to provide significant assurance regarding the adequacy of internal control systems to mitigate and/or manage key inherent risks.

Internal Audit

An Internal Audit function for the Authority is outsourced to Crowleys DFK following a procurement process undertaken in late 2020. An Internal Audit Charter and Work Programme is in place and a number of internal audits were carried out in 2022 in line with the audit plan.

Procurement

All procurement activity is guided by the Public Spending Code published by the Department of Public Expenditure and Reform and a Corporate Procurement Plan was in place for 2022. The Authority has policies and procedures in place for the procurement of goods and services. Formal sanction is sought from the Department of Public Expenditure and Reform for all expenditure above an agreed threshold.

Quality Customer Service

The Authority is committed to providing all those who communicate with us with a professional, efficient, courteous and high standard of service in accordance with the principles of Quality Customer Service. As such, we have published, on our website, both our Customer Charter 2022 – 2024 and our Customer Action Plan 2022 – 2024.

Financial Reporting

All appropriate procedures for financial reporting were in place within the Authority in 2022, including:

- An annual budget against which expenditure was monitored by the Authority, by reference to the achievement of the Authority's statutory remit throughout the year;
- A financial overview provided by the Chief Executive to Authority Members on a monthly basis;
- Formal reports on actual expenditure against budgets are submitted to the Department of Justice and the Department of Public Expenditure and Reform on a monthly basis and are reported to the Authority each month and to the Audit and Risk Committee at each of its meetings;

- The Authority is represented at the Justice Sector Vote Financial Management Committee meetings to monitor and review expenditure for the Vote Group, discuss any common financial issues and to review significant items of new expenditure;
- The Annual Appropriation Account is prepared and submitted for audit to the Comptroller and Auditor General; and,
- Relevant and timely reports containing Financial and non-Financial information are provided to Senior Management.

Compliance with Legislation

The Authority was established under the Garda Síochána Act 2005 and operates in accordance with the provisions of that Act. It also has arrangements in place to ensure that it is in compliance with the following statutory provisions, where applicable:

Data Protection

The Authority is in compliance with the General Data Protection Regulation (GDPR) and the Data Protection Act 2018. Arrangements are in place to ensure ongoing compliance with the GDPR which came into effect on 25 May 2018. These arrangements are managed by the Authority's Data Protection Officer who has received appropriate training and has a direct reporting line to the Chief Executive. The Data Protection Commission (DPC) has been notified of the Authority's Data Protection Officer.

The Authority has a Data Protection Policy in place which includes a set of guidelines for staff based on the eight Data Protection Rules to ensure that the Authority is in compliance with the GDPR and the Data Protection Act 2018. In 2022 the Authority received two Subject Access Requests under the Data Protection legislation. Two data breaches were reported to the DPC in 2022 and in addition one potential breach was reported which subsequently transpired not to be a breach.

Freedom of Information

The Authority provides comprehensive information on its website in relation to its compliance with the Freedom of Information legislation. This includes a publication scheme that provides information about the functions of the Authority and what material it makes publically available. In 2022, the Authority received nine Freedom of Information requests, details of which can be found on the disclosure log on the Authority's website.

Section 42 Irish Human Rights and Equality Commission Act 2014

The Authority has identified 'Human Rights' as one of its values in its current Strategy Statement 2022 – 2024. It is committed to the ongoing review of its policies and procedures so as to maintain compliance with the principles of human rights and specifically the obligations under Section 42 of the Irish Human Rights and Equality Commission Act 2014. This places a duty on public bodies to eliminate discrimination, promote equality of opportunity and protect the human rights of those to whom they provide services and staff when carrying out their daily work. The Authority is currently actively engaging in implementing this duty in line with the IHREC guidance of Assess, Address and Report.

The 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 strives 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 Annual Report.

We continuously 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 continue to 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 regard to Section 42 in its procurement, research and the delivery of its services. In 2022, we completed a comprehensive assessment of the human rights and equality issues relevant to our functions, and implemented capacity building and training for staff. In addition we have a dedicated Public Sector Duty Working Group with staff from all grades of the Executive.

Work is on-going to improve the accessibility of our communications and website and meet the necessary standards set out in the European Union (Accessibility of Websites and Mobile Applications of Public Sector Bodies) Regulations 2020.

In 2022, we made a submission to the United Nations Committee on the Rights of the Child on policing, children and young people and attended the pre-sessional working group in Geneva.

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

Promoting Equality, Diversity and Inclusion

The Authority is committed to promoting equality, diversity and inclusion and acknowledges that the key metrics of performance for State bodies are not only economic, but also include culture, diversity and inclusiveness together with the well-being of those employed, fostering greater engagement among staff and stakeholders and leading in turn to better outcomes for citizens and communities. Women and men working and governing as equals leads to outcomes that deliver positive benefits for Government and society.

While the appointment of Authority members is a matter for the Minister for Justice, appropriate gender balance in relation to the Authority is set out in the Act¹² which states that "in appointing the members of the Authority, the Government shall have regard to the objective of there being no fewer than 4 members who are women and no fewer than 4 members who are men".

As of 31 December 2022, of the eight Authority members there were four women and four men, the senior management team is also made up of three women and one man.

The Authority allocates the necessary funds to ensure that appropriate accommodation is made for staff with disabilities to enable them to participate fully in the workplace.

Diversity of views is promoted by inviting and welcoming a wide range of views from Authority members, committee members and staff.

The Authority promotes diversity, equality and inclusion through its Stakeholder Engagement Programme, as discussed above, by listening to a diverse range of stakeholders, on an ongoing basis, to

¹² Section 62C of the Garda Síochána Act 2005 as amended.

inform the Authority's oversight work. During 2022, the Authority placed a strong emphasis on engaging with groups representing different communities, including minority groups and those who are marginalised and seldom heard, to assess the degree of fairness and equity exercised in the use of police powers. The Members of the Authority and staff of the Executive also engaged with Garda members and staff and their associations and unions.

Protected Disclosures Act 2014

There were no Protected Disclosures made to the Policing Authority in 2022.

The Policing Authority is committed to fostering an environment where everyone who works at the Authority feels able to "speak-up". By speaking-up, workers can improve the organisation and help to ensure that high standards are maintained. The Authority is committed to ensuring that any concerns raised by staff members are carefully listened to, so that prompt action can be taken to address problems. The Authority is committed to the Transparency International Integrity at Work programme.

The Act provides for certain legal protections to workers where they raise concerns regarding potential wrongdoing in the workplace. It sets out what is a protected disclosure and the legal safeguards in place to protect workers who make protected disclosures. In accordance with the Act, the Authority has a Protected Disclosures Policy in place which sets out the procedures in place for reporting of wrongdoing in accordance with the requirements of the Protected Disclosures Act 2014. The Policy sets out the principles underpinning the development and maintenance of an ethical culture in the organisation and the operational details of how protected disclosures may be made by staff and members of the Authority. The Authority is not a prescribed body under the Act.

Procedures are in place for the making of protected disclosures in accordance with section 21(1) of the Protected Disclosures Act 2014. The annual report required under section 22(1) of the Act has been published on the Authority's website.

6. Financial Information

This section sets out financial information in terms of the monies allocated to the Authority and how that was spent in the year. The Authority, in carrying out its mandate, is directly funded by the Exchequer in the form of an annual allocation of Voted Expenditure.

The Chief Executive is the Accounting Officer for the Authority's Vote and, in that capacity, is accountable to the Oireachtas in respect of all funds voted to the Authority for the provision of services.

2022 Expenditure¹³

Gross expenditure from the Policing Authority Vote for 2022 amounted to €3.399 million. This included staff payroll of €2.431 million, representing 72% of total expenditure.

The Financial statements of the Authority take the form of the Annual Appropriation Account which is submitted by the Accounting Officer for audit by the Comptroller and Auditor General. The Authority's 2022 Account will be published by the C&AG in the Appropriation Accounts publication in September 2023.

¹³ All financial data is subject to audit by the C&AG.

The summary financial report to 31 December 2022 in Appendix 3 provides an analysis of the Vote position and related information for 2022. This report is subject to audit by the Comptroller and Audit General during 2023.

Apportioned Costs

In addition to costs directly incurred by the Authority, costs incurred by other Departments and offices must be considered in order to present an overall picture of the cost of operating the Authority.

The following apportioned costs were incurred elsewhere on behalf of the Authority:

- € 10,000 under Vote 9 – Office of the Revenue Commissioners;
- € 259,000 under Vote 13 - Office of Public Works in respect of rent and associated services for the Authority's offices;
- €6,000 under Vote 18 – National Shared Services in respect of HR and Payroll Shared Services; and
- € 58,000 under Vote 24 – Department of Justice in respect of Financial Shared Services.

Fees, Salaries and Expenses

The annual fee payable to Members of the Policing Authority for 2022 is in accordance with the rate approved by the Minister for Public Expenditure and Reform. In accordance with Department of Public Expenditure and Reform guidelines no fees were paid to public servants serving on the Authority.

Government pay guidelines on the pay of CEOs and State Body employees are complied with in full. All employees of the Authority are civil servants and are remunerated in accordance with the civil service salary scales appropriate to their grade and service.

The total staff payroll cost for the Authority in 2022 was €2.430 million. The staff complement of the Authority was decreased from 38 in January 2022 to a total of 37 at 31 December 2022.

The number of employees whose total employee benefits (including Employers PRSI but excluding employer pension costs) paid in 2022 fell within each of the following pay bands is shown in the following table:

Pay Band	No. of Employees
€60,000 - €70,000	4
€70,000 - €80,000	2
€80,000 - €90,000	4
€90,000 - €100,000	2
€100,000 - €110,000	2
€110,000 - €120,000	1
€120,000 - €130,000	1
€130,000 - €140,000	-
€140,000 - €150,000	-
€150,000 - €160,000	-
€160,000 - €170,000	-
€170,000 - €180,000	1

The aggregate compensation for the senior management team of the Authority in 2022, comprising salaries and Employer's PRSI, was €539,332. In addition, total expenses of €6,428 were paid in relation to travel for the senior management team in the performance of official duties.

Travel expenses are paid to Authority Members and staff as appropriate and in accordance with the Authority's Travel Policy. Total expenditure in relation to hospitality and gifts in 2022 was €0.

Consultancy Expenditure

A total of €56,137 of expenditure in 2022 related to external consultancy and adviser fees, categorised as follows:

- | | |
|------------|---------|
| • Legal | €55,104 |
| • Advisory | €1,033 |

Taxation

The Authority has complied with its obligations under tax law in 2022.

Prompt Payment of Accounts Act 1997

It is the policy of the Policing Authority to fully comply with the terms of the Prompt Payments of Accounts Act 1997. The Authority has procedures in place to ensure that invoices are paid within the statutory time limit. While the procedures have been designed to ensure compliance with the Act, they only provide reasonable and not absolute assurance against material non-compliance with the Act.

In 2022 3 invoices incurred late payment penalties. The total penalties paid during 2022 resulting from late payments amounted to €187.96 (made up of €7.96 in interest and €180.00 in compensation). This amount represents 3.57 % of the total value of invoices paid late, which was €5,266.63.

Appendix 1 – Status of 2022 Corporate Priorities at 31 December 2022

This appendix sets out the progress made against our 2022 corporate priorities. These are the priorities identified for 2022 that see the Authority progress towards the achievement of its strategic objectives set out in its Statement of Strategy 2022-24. Some of the priorities are ones that aim to be achieved in one year, others will continue across the three years of the Statement of Strategy.

No.	Action	Classification	Q4 Progress Update
1	Development and delivery of a new competency framework for Garda Síochána appointments at Superintendent, Chief Super and Assistant Commissioner	In Progress - multi-year	The contract for this work was awarded to the Performance Partnership and the first steering group meeting was held on 18 January 2023. It is envisaged that this project will be completed in Q4 2023.
2	Undertake work into Expressions of Dissatisfaction with the Garda Síochána to examine, understand and give greater transparency to the level, type and geographic spread of 'complaints' made about the service provided by the Garda Síochána and the nature and adequacy of the Garda Síochána response. This will see us working with information from GSOC and the Garda Síochána.	In Progress - multi-year	Additional meetings with relevant stakeholders were held (PONI, AC Governance and Accountability; PALF); material received within the relevant GARs reviewed and assessed; additional requests for material made, the working draft of the paper is being updated constantly and is now in preparation for the February 2023 Authority meeting.
3	Conduct oversight initiative into Non Security Related Covert Policing. Two key actions: (i) Chair/CEO level engagement with the judges that provide oversight on the Garda Síochána use of covert techniques (ii) Devise tors and procure a Senior Counsel to examine a number of Garda Síochána case files that employed covert techniques. The Senior Counsel will report to the Authority and Garda Commissioner on her assessment of the degree of Garda Síochána compliance with statutory and policy requirements for the use of non-covert technique and the fulfilment of human rights obligations. s/he may also report on her assessment of the degree of coherency in the sharing of intelligence within the wider Garda Síochána organisation	Outstanding	The Authority has written to the Commissioner on two occasions on this matter and the Chairperson has discussed it with him on a number of occasions.

No.	Action	Classification	Q4 Progress Update
4	<p>Transition to Policing and Community Safety Authority</p> <p>Make submissions and raise awareness of key issues as the legislation progresses through each stage</p> <p>Engage actively with the Department steering groups on each key element of the legislation</p> <p>Map out our 'to be' state and our 'as is' state identifying the gaps and the workstreams needed to prepare the org to become the PCSA</p>	In Progress - multi-year	<p>The PCSA Project Group has continued to meet and the Authority has had ongoing separate meetings with the Garda Inspectorate. The Executive is planning for engagement outside of the project team for early 2023 to build ties between the two organisations. The RFT has been published and has a closing date of 30 January 2023. The DoJ is working on advertising for PCSA Board members and the project team has had input into the specifications.</p>
5	<p>Ensure that the new approach to Garda Performance Reporting delivers what the PA needs to undertake its statutory functions to a high quality and examine whether and how the PA needs to adapt aspects of how we work to maximise the benefit of this new approach.</p>	Complete	<p>A new reporting format and timeframe was agreed and reports are being considered on a quarterly basis as agreed. Executive reporting to the Committee and Authority adapted in line with the new arrangements.</p>
6	<p>Engaging with the Community in oversight – Listening to a specific geographic community about its views on the policing service provided to it by the Garda Síochána and facilitating the community and the Garda Síochána to jointly identify, understand and progress the issues. This will see the PA chose a location that allows us to consider many aspects of policing e.g. drugs, diversity, community safety.</p> <p>We will engage with organisations and groups in the community, the local Joint Policing Committee and the Garda Síochána serving in the area by zoom and in person to build relationships and gather views on the experience of policing in that area. This engagement will be informed by work done in advance to look at crime statistics and other policing related issues in that area. The project will result in a written assessment of policing performance as experienced in that community which can be discussed at a public conversation event and/or an Authority meeting based in the community.</p>	Complete	<p>A return visit to communities engaged with in Cork in September 2021 took place in October 2022. May's meeting in public took place in Monaghan and November's meeting in public took place in Portlaoise. Both were accompanied by engagement with the local community and with local Garda Síochána. This has resulted in a model for holding meetings in public in particular communities which is forming the basis for the approach to meetings in Drogheda, Mayo, Dublin and Waterford in 2023.</p>

No.	Action	Classification	Q4 Progress Update
7	Local Policing Accountability – This will see the roll out of the revised JPC guidelines supported by our delivery of training on their use and the development of our JPC webpage as a resource for JPCs to share information and good practice. It also involves our engagement with the three Community Safety Partnerships to monitor how these new structures are working to inform our input into their evaluation, as well as our annual JPC event and JPC visits.	In Progress - multi-year	Annual meeting of Chairs and Chief Executives was delivered in September. New JPC Guidelines were launched, published, and laid before the Houses of the Oireachtas. Templates were published on the PA website, to support JPCs in their work. Engagement commenced with the one outstanding Community Safety Partnership. The Executive also attended a number of JPC meetings over the course of the year.
8	Feasibility assessment and preparation for undertaking PA National Survey	In Progress - multi-year	A paper was provided to the Authority for the December 2022 meeting and following the positive response, additional progress was made. Another brainstorming was scheduled, market research for external provider has commenced, the project team has met and is progressing the work.
9	Understand and assess the Garda Síochána Governance of Recommendations arising from third party reports and internal reviews.	Outstanding	High level details on report implementation received on reports requested. Meeting with DC Coxon to be arranged for Q1 2023 to discuss further reporting.
10	Transition to OGCI	Complete	Transition complete. Lessons learned process completed.
11	Child Sexual Abuse Qualitative piece of research with multi agency committees Set TORS for and follow joint examination by TUSLA/Garda Síochána into governance of notifications Engage with Garda Síochána in DPSUs and relevant stakeholders to assess performance and service to victims Report to Authority and Minister	In Progress - multi-year	Papers prepared summarising oversight activity in this area during 2022 for December PSP and Authority meetings with the Garda Síochána. Letter to Minister to be completed incorporating outcomes of Authority consideration.
12	<u>DNA</u> Follow up on final report and the implementation of recommendations	Complete	Response on DNA samples received in December. Paper being prepared for January Authority meeting

No.	Action	Classification	Q4 Progress Update
13	<u>Youth Diversion</u> see row 19		
14	<u>Homicide</u> Examine degree to which: <ul style="list-style-type: none"> • Recs are implemented • Are embedded in investigation practice • Investigative practice Fulfils Article 2 obligations • Classification of death is understood and undertaken 	In Progress - multi-year	Material received within the relevant GARs was reviewed and assessed; additional GAR was made; questions are being developed for the January meeting and a paper prepared for the February meeting.
15	<u>Roads Policing –</u> Driver Training Strategy and its implementation	Complete	Roads Policing has been kept under active review during the year. We are monitoring in light of the Road Safety Strategy 2021-30. We are still awaiting a copy of the driver training strategy
16	<u>Organised Crime</u> Monitor and assess the Garda Síochána response to organised crime	In Progress - multi-year	Drugs related intimidation featured as one of the main topics at the JPC event, also the community engagement work placed a heavy focus on understanding the impact of organised crime, in particular in terms of drug related crime and its impact on communities.
17	<u>Research Bursary 2022/23</u> Design, open and run the Bursary	In Progress - multi-year	Agreement reached with the Garda Síochána to joint funding of 50,000 to fund a number of projects on a phased basis. Preparation of MOU in progress for initial project on trauma resilient policing, with further projects to follow. Aim to advertise by end Q1 2023.

No.	Action	Classification	Q4 Progress Update
18	Youth Diversion & Offender Management – Review Garda Síochána position on the various offender management structures and the changes in governance that have occurred Assess progress made to implement the recommendations	Outstanding	Engaged with Garda Síochána on children and policing on a number of occasions, including the use and effectiveness of diversion and the progress made on implementing the recommendations arising from the review of youth diversion. Work in this area will continue into 2023.
19	Public Order Assess progress made in implementation of recs	Complete	Implementation of a number of significant recommendations in the inspectorate report are contingent on the agreement of a new public order policy which we understand remains in draft.
20	Garda Inspectorate Custody Report Recommendations – Engage with Garda Síochána and the Garda Inspectorate on findings and proposed approach to implementation. Consider opportunities to work with the Inspectorate with the transition in mind	In Progress - multi-year	Considered at November meeting of Authority. Draft of implementation plan with the Dept. for review, with likely publication date by the Dept. at end Q1 or during Q2, 2023.
21	Oversight of the Policing Priorities, Garda Síochána Strategy and Policing Plan	In Progress - multi-year	Two assessments published. Quarterly reporting in place and Executive Assessment of performance provided to the Authority monthly. Policing Plan 2023 approved.
22	Assessment of adequacy of Garda Resources	Complete	Statutory function fulfilled. Letter submitted to Minister. Discussed at a number of Authority meetings. The Executive continue to attend the Joint Working Group on Resources with the DoJ, DPER, and the Garda Síochána.

No.	Action	Classification	Q4 Progress Update
23	Appointments – Conducting a selection processes for each of the ranks of Assistant Commissioner, Chief Superintendent and Superintendent	Complete	All three competitions complete and panels created. Also a detailed review of Competitions was carried out and preparations made during 2022 to run a Chief Superintendent competition in early 2023.
24	Approval and appointment of Garda Resources - workforce planning, business case analysis and monthly appointments	In Progress - multi-year	A workforce plan has been received and will be updated on a quarterly basis. The Executive has approved most of the priority business cases with a small number under current consideration. The Garda Síochána is seeking to discuss the option of delegated sanction for some positions.
25	Effectiveness Review of Code of Ethics	Outstanding	After reviewing and assessing the material received from the GAR at the ODC meeting, a subsequent GAR was made but material not received yet.
26	Review of Policing Priorities for 2023 and Policing Plan 2023	Complete	Policing Priorities reviewed and Policing Plan 2023 approved
27	Finance Management of the organisation	Complete	All finance functions completed in compliance with statutory requirements.
28	Audit - Internal	Complete	Code of Practice and Health and Safety Audits complete and findings presented to ARC and to Authority. Recommendations arising from Health and Safety audit are in progress. Appointments audit is in final draft and scheduled for presentation to the Audit and Risk Committee on 2 February and to Authority on 23 February.
29	Audit - External	Complete	Completed with no issues arising

No.	Action	Classification	Q4 Progress Update
30	Adherence to the Code of Practice and all statutory governance obligations reporting to the Department	Complete	Governance meeting took place on 20 October. Oversight agreement and Performance Delivery Agreement for 2023 in final draft.
31	Board and Committee Effectiveness Review	Complete	Meetings held with Authority members to obtain feedback on induction. Induction provided to new ARC members, having regard to ARC survey findings.
32	Adherence to Authority's obligations under Data Protection	Complete	All SAR requests processed in compliance with statutory requirements.
33	Adherence to obligations under Freedom of Information	Complete	All FOI requests processed in compliance with statutory requirements.
34	Risk Management and reporting	Complete	Risk management and reporting carried out at weekly SMT and management team meetings, at meetings of the ARC with monthly reporting to the Authority.
35	Communications and Engagement Strategy development and implementation (to include website content)	Complete	Publications in Q3 included the Penman report on CAD, the report on the research symposium on the Limerick mental health pilot, and the Review of 2022. Media interest around the publication of the Penman report was significant and included an appearance by the Chair on national television. National coverage was also prominent for the mental health report, and this included the front cover of a national newspaper. Stakeholder engagement included communities in Cork and Portlaoise, as well as engagement to support the Authority's work on CSA. Work commenced on a new approach to the PA Style Guide.

No.	Action	Classification	Q4 Progress Update
36	Multi Annual Research Strategy development and Implementation	In Progress - multi-year	A number of elements of the research plan have progressed well e.g. bursary, IRC research, TY placement, networking actions. Diversity research in progress after unavoidable delay. Victims' research substantially delayed but progressing. In house research on data aims for Q1, while gender research is delayed but in progress.
37	Relationship building through attendance at events and conferences and liaison with statutory stakeholders and oversight bodies	In Progress - multi-year	Continued Executive attendance at a range of conferences and seminars, networking including CEO attendance at roundtable forum on high risk teenagers, roundtable on OPCAT.
38	Management of correspondence and enquiries	Complete	Use of eCorrespondence for management of enquiries fully operational. Training in call taking ongoing for new team members. All correspondence dealt with promptly during the year.
39	Authority Meetings – agenda, logistics, papers, minutes	Complete	
40	Committees (ODC & PSP) – agenda, logistics, papers, minutes	Complete	Monthly planning meeting held; agenda and papers provided on time; meetings for February and April 2023 set; an end of year review is prepared and will be provided at the February 2023 meeting.
41	Organisational Planning and Review	Complete	Planning and review of progress against Business Plan is undertaken by the Management Team every four months, in tandem with weekly management meetings at which any items can and are escalated for consideration.
42	Internal Communication	Complete	The Authority's Intranet was developed further, and regular internal newsletters were issued.

No.	Action	Classification	Q4 Progress Update
43	Human Resources and Organisational Development to include recruitment, development, training and culture.	Complete	Work in HR is ongoing. There have been a significant amount of movement in the staff due to promotions and mobility. Recruitment is a problem throughout the civil service, however between PAS appointments and our own recruitment licence, positions are being filled albeit slower than usual. We have the full complement of COs and EOs at the moment but that is likely to change in early 2023. The new time and attendance system is fully operational. It has not been linked to NSSO yet due to difficulties between NSSO and OGCI0 but is expected to be in place by the end of Q1 2023
44	Facilities provision, Business continuity and Health and Safety	Complete	The November public meeting took place in Portlaoise. Day to day provision of facilities. Work commenced to address the findings of the Health & Safety Audit.
45	Procurement services and oversight of adherence to procurement obligations	Complete	All procurements processed in compliance with statutory requirements.
46	Section 42 obligations	In Progress - multi-year	Implementation plan revised and provided to the Chief Executive; Presentation provided to all staff and feedback provided for 2023 targets which the working group is considering; In 2022 further work done in relation to accessibility of the website and papers.
47	Garda Action Register	Complete	The October meeting with PALO was held; Next meeting in February 2023; ongoing engagement with PALO re outstanding GARs; list of recurring GARs updated; all other aspects of work are ongoing.

No.	Action	Classification	Q4 Progress Update
48	Business continuity	Complete	Hybrid working has been embedded in the organisation and the decision had been made to retain 2 days in the office for the foreseeable futures and was communicated to staff at an engagement day on 16 December. Further feedback obtained in relation to hybrid working will be considered for 2023.
49	Provision of Legal advice	Complete	Continues to be provided on time and to a very high standard.
50	Provision of ICT services	Complete	The transition project is now complete. The Authority's ICT services are now being provided by the OGCI0
51	Organisational Culture and Engagement	Complete	A second in-person engagement session was held for all staff on 16 December. The focus of the day was teamwork and Irish Times Training delivered a workshop. Focus groups were held with all staff regarding the move to Stage 3 of hybrid working and it was decided to remain in stage 2 for now, that is working in the office for a minimum of 2 days per week.
52	Record Management Project	In Progress - multi-year	The records management project is progressing well. A new records management policy has been produced, the Authority's filing structure has been updated in line with the new approach, communication with staff has taken place on an on-going basis and staff training on the new approach is due to commence shortly.

Appendix 2 – Competition Statistics for Senior Garda Appointments 2022

Selection Competition: Assistant Commissioner 2021					
By rank	No. of Applicants	By gender	No. of Applicants	By Employing Organisation	No. of Applicants
Chief Superintendent	29	Male	27	Garda Síochána	31
Other ranks	3	Female	5	PSNI	1
Total	32	Total	32	Total	32
Selection Competition: Chief Superintendent 2021					
By rank	No. of Applicants	By gender	No. of Applicants	By Employing Organisation	No. of Applicants
Superintendent	87	Male	79	Garda Síochána	89
Other ranks	4	Female	12	PSNI	2
Total	91	Total	91	Total	91
Selection Competition: Superintendent 2021					
By rank	No. of Applicants	By gender	No. of Applicants	By Employing Organisation	No. of Applicants
Inspector	125	Male	97	Garda Síochána	125
Other ranks	0	Female	28	PSNI	0
Total	125	Total	125	Total	125

2021 Panels established and Appointments			
Rank	No. of candidates on panel	No. of candidates appointed (at 31/12/21)	Date of Expiry of Panel
Assistant Commissioner	8	5	17 May 2023
Chief Superintendent	12	10	27 July 2023
Superintendent	55	10	27 July 2023

Appendix 3 - Summary Financial Report 2022

A summary of expenditure in 2022 ¹⁴ on the Authority's Vote is presented in the table below. Financial Summary for Policing Authority Vote 2022		
Subhead	Estimate Provision	Expenditure
	€000	€000
A (i) Salaries, Wages and Allowances		
Salaries, etc.	2,446	2,430
Overtime	-	-
Total A (i)	2,446	2,430
A (ii) Travel and Subsistence		
1. Travel and Subsistence	58	20
2. Air Travel Emissions Offsetting Payment	2	-
Total A (ii)	60	20
A (iii) Training and Development and Incidental Expense		
1. Staff Training & Development	60	53
2. Public Relations and Advertising	65	1
3. Public Meetings	40	30
4. Publications, Reports, Periodicals etc.	20	25
5. Entertainment	10	17
6. Miscellaneous	615	263
7. Members Fees and Expenses	215	232
Total A (iii)	1,025	621
A (iv) Postal and Telecommunications Services		
Postal Services	5	-
Telecommunications	20	10
Total A (iv)	25	10
A (v) Office Equipment and External IT Services		
1. Computer, etc. (Current)	150	148
2. Office Machinery & Stationary	25	6
Total A (v)	175	154
A (vi) Office Premises Expenses		
1. Maintenance	40	84
2. Heat, Light & Fuel	35	16
3. Furniture & Fittings	40	63
Total A (vi)	115	163
A (vii) Consultancy Services and Value for Money and Policy Reviews	80	1
Total Expenditure	3,926	3,399
<i>less</i>		
B. Appropriations-in-Aid		
Pension Levy	70	71
Miscellaneous Receipts	-	1
Total A-in-A	70	72
Net Expenditure	3,856	3,327

¹⁴ Subject to audit by the Comptroller and Auditor General

Appendix 4 – Chairperson’s Statement of Internal Control

I acknowledge the Authority’s responsibility for the system of internal control.

Any such system of internal control can provide only reasonable, and not substantial, assurance against material error. In considering the effectiveness of internal controls the Authority has regard, among other things, to the requirements of the Code of Practice for the Governance of State Bodies and has made every effort since its establishment and continuing during 2022 to follow the requirements of the Code insofar as is appropriate to a small, non-commercial, independent agency.

The procedures that have been put in place, designed to provide effective internal control, have been tailored to reflect the size and complexity of the organisation and reflect the evolving nature of the Authority. In this context, I note that a large proportion of the Authority’s expenditure in 2022 was pay related costs which were administered by the Payroll Shared Service Centre in the National Shared Services Office (NSSO) and are consequently subject to the internal control systems, including internal audit, in place in that organisation. Other HR, ICT and financial transaction processing services are undertaken on the Authority’s behalf by FSS, NSSO and the OGCIO.

The Authority has taken steps to ensure that an appropriate control environment is in place by:

- Clearly defining management responsibilities;
- Formalising a clear separation between the functions and powers of the Authority and the Executive;
- Setting regular reporting requirements concerning financial, risk and governance matters;
- Establishing an Audit and Risk Committee;
- Establishing and publishing Codes of Conduct for members and staff of the Authority;
- Ensuring that staff are appropriately skilled and experienced; and
- Seeking to establish a strong culture and values, which encourage high standards of ethical behaviour across the organisation.

During 2022, the Authority continually had regard to the operation of its risk management system to identify business risks and to evaluate their implications. The operation of the Risk Management system is overseen by the Audit and Risk Committee. Risk is a standing agenda item at monthly Authority meetings where the Risk Management report is reviewed, high risks and mitigation actions are monitored and risk is addressed in the context of all significant Authority decisions.

In 2022, we saw a phased return to the office working, on a hybrid basis, and site visits. The Senior Management Team, Audit and Risk Committee, Internal Auditors and the Authority have paid close attention on an ongoing basis to the impact of this on the Authority’s

operations in general and the control environment in which the Authority operates. Significant risks identified were those relating to business continuity, reorientation of office spaces for hybrid use, IT and health and safety, in response to which the Authority took immediate and ongoing actions in response to the developing situation. Actions have included the following:

- Transforming the office into a hybrid working space with meeting rooms and hot-desking facilities;
- Transitioning from the Department of Justice IT network to the OGCIO;
- Continue to avail of ability to remotely attend meetings to protect staff;
- Regular communication to all staff of guidelines/reminders on how to work from home safely and effectively, with due regard to data protection and appropriate internal controls;
- Continued to provide any necessary equipment to enable safe and effective home-working;
- Implementation of a policy of frequent direct communication between managers and staff while working from home;
- An on-going focused approach of staff engagement and well-being.

The procedures for monitoring the effectiveness of internal controls include:

Audit and Risk Committee

The Audit and Risk Committee met on 5 occasions in 2022. The Annual Report of the Committee was presented to the Authority and is available to view on the Authority's website. I am satisfied that the Committee discharged its role appropriately during the year.

This Statement is reviewed by the Audit and Risk Committee and by the Authority to ensure that it accurately reflects the control system in operation during the reporting period. This assessment is supported by a review of the internal controls system, which was carried out by the Internal Audit provider in February 2023.

Financial and Management controls

Appropriate financial controls are in place and documented, including financial procedures, separation of duties, appropriate supervision, authorisation and approval limits, accounting processes, control over physical assets and management review.

Appropriate budget and monitoring systems are in place, based on financial records maintained by the Financial Shared Services in the Department of Justice under a Shared Service Agreement. Assurance has been received from the Department's Accounting Officer of the adequacy of these systems and related internal controls. Further operational systems for the management of information by the Authority are in place or being developed in line with business activities and requirements.

The Authority is compliant with relevant current procurement rules and guidelines as set out by the Office of Government Procurement. A review of the effectiveness of the system of internal controls was conducted by Internal Audit in February 2023.

Internal Audit

An internal audit function for the Authority was established for the Authority in January 2017 and has been provided by an external service provider since that time. A contract was put in place with Crowleys DFK in January 2021, following an OGP procurement process, for a period of three years under an Internal Audit Charter. Three internal audits were carried out in 2022, in addition to a review of effectiveness and internal control for 2021.

In reviewing the adequacy and effectiveness of the Internal Control system, reliance has been placed on:

- The Internal Audit risk based audit planning and work undertaken in 2022, and associated internal audit reports, in particular the annual review of internal controls undertaken in February.
- Management reports and reviews, including on the progress in implementing audit recommendations, corporate priorities and Authority actions;
- The Authority's Risk Register;
- The work undertaken by the Audit and Risk Committee;
- The report of the C&AG on their audit of the Appropriation Account; and
- Assurances from external organisations to which functions have been outsourced, including:
 - From the Secretary General, Department of Justice in relation to Financial Shared Services;
 - Department of Justice Internal Audit report on Financial Shared Services;
 - From the OGCIO in relation to ICT; and
 - From the NSSO in relation to the provision of HR and Payroll Shared Services.

The internal control system, including this Statement of Internal Control, is reviewed by the Comptroller and Auditor General's Office as part of the audit of the Appropriation Account to confirm the Authority's compliance with the requirements of Paragraph 1.9 (iv) of the Code of Practice for the Governance of State Bodies and is consistent with the information of which they are aware from their audit work.



Bob Collins
Chairperson
31 March 2023

Appendix 5 – Energy Usage 2022

Managing Energy Usage

The Policing Authority is located on one floor of a five-story building at 90 King Street North, Smithfield, Dublin 7. The number of employees decreased by one over the year of 2022, with 37 members of staff in place at 31 December 2022.

The Authority remains committed to the all-of-Government plan for carbon abatement. The Authority was represented at the 2022 Public Sector Energy Forum and values all available opportunities to identify measures for improvements in energy efficiency and green initiatives.

All appropriate procedures for managing energy usage were in place within the Authority in 2022, including:

- The Authority has continued its efforts to minimise energy usage and has a number of initiatives in place including encouraging staff to use the stairs whenever possible and ensuring that all appropriate electrical equipment and all lighting and heating is switched off at close of business each day.
- A “Green Champion” has been designated at Director level with responsibility for driving improvements and innovation in this area.
- The Authority is represented on an Environmental, Health and Safety Committee, established and chaired by the main tenant, with representatives from all tenants in 90 North King Street where building wide issues and ideas can be discussed.
- In 2022, the Authority produced a draft version of its first Climate Action Plan for finalisation in 2023 and took part in the Reduce Your Use campaign ran by the SEAI and the OPW.
- During 2022, staff worked remotely three days per week with office attendance on two days per week or for business needs. Due to the reduced occupancy of the Authority’s premises its energy requirements have been reduced. Lighting is only used while a staff member is present in the office and then only in areas that are in use. A continuing reduction in the use of printers, photocopiers and computers has also contributed to a lower use of power in the office. There has been a reduced carbon footprint arising from reduced travel by staff who are travelling to and from the office less.
- Due to the use of a shared building, specific details of energy savings at the Authority’s premises in 2022 are not currently available.
- The energy consumption of the Authority is included in the annual report provided by the Department of Justice to the Sustainable Energy Authority of Ireland.

The Policing Authority can be contacted:

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