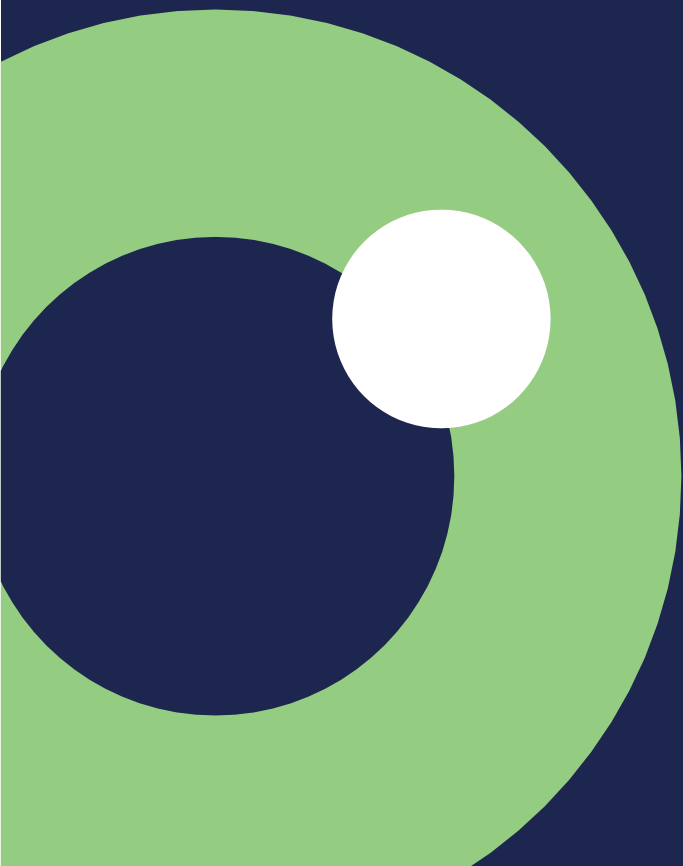




AN TÚDARÁS PÓILÍNEACHTA
POLICING AUTHORITY

Annual Report 2017



Annual Report of the Policing Authority 2017

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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Our Vision

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

“...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

I am pleased to present this second annual report of the Policing Authority in respect of the year 2017.

2017 has been an important year for the Authority. In 2016 much of our energy, of necessity, was directed towards establishing the Authority, in developing our own systems and ways of working and putting the foundations for our oversight functions in place. In 2017, however, all of the Authority’s statutory functions were commenced and the executive team was developed so that were in a position to bring greater depth and analysis to our oversight of Garda performance. Hallmarks of our oversight have been persistence and transparency in our engagement with the Garda Síochána and building independent alternative sources of evidence by engaging with a broader range of stakeholders.

This Report sets out solid progress against the strategic objectives contained in the Authority’s Statement of Strategy 2016-2018 and our main achievements which have been considerable. We also established and published a number of key corporate priorities for the Authority for 2017. This has proven to be a useful way to focus our work and progress on those priorities is included at Appendix 1. I am pleased to report that virtually all our priorities were fully achieved in 2017.

Notable matters

A number of things stand out for me in 2017 that merit specific mention.

In terms of the Authority’s own work, possibly our most demanding challenge was to undertake competitions to select people for appointment to Assistant Commissioner, Chief Superintendent and Superintendent in the Garda Síochána, and a special feature article in this report describes our approach and the outcome. This task is an essential visible sign of the policy change in Garda oversight – the selection process being removed from the Garda Commissioner and the appointment stage being removed from Government. The Authority considers that appointments to these ranks are also a critical success factor for the development of management and policing leadership capacity in the Gardaí and accordingly we took great care with our processes. We began in an evolutionary way to change long standing promotion processes and we will continue this process of evolution in the 2018 competitions which will begin shortly. We were also conscious that we needed to make appointments without unreasonable delay and I am pleased to report that, thanks to sound preparation in 2016, we were able to complete all three competitions in six months.

In terms of oversight, we have progressively deepened our understanding of policing in Ireland and of the way the Garda Síochána does its work. We have seen positive and excellent performance by Gardaí who serve our citizens and communities. We have also been, in many cases, disappointed by what we have seen. The year also brought a new major piece of work to monitor, assess and report to the Minister on the measures taken by the Garda Síochána to implement the recommendations of the Garda Inspectorate report ‘Changing Policing in Ireland’. We regard this work, together with the oversight of policing through the annual policing plan, as central pillars of overseeing Garda performance. During 2017, we reported quarterly to the Minister on the progress of modernisation and reform in the Garda Síochána including in relation to governance, pace of implementation, prioritisation to direct resources to critical areas, managerial, HR and ICT capacity. Unfortunately, we have not always been able to be positive in these reports. We plan to publish three reports in 2018 on Garda modernisation and we have decided to also

prepare and publish a mid-year Report on the 2018 Policing Plan with a view to identifying progress or slippage much earlier.

Assessing Garda performance in relation to data quality came very much to the fore in 2017. Getting to the bottom of almost 2 million breath tests that didn't happen, and understanding the import of misclassified homicides – a matter on which we are still not satisfied – consumed an inordinate amount of Authority time, more time than should have been necessary. For the record, I must again emphasise that it is the impact of poor or wrong data for crime prevention, crime investigation, public policy and Garda deployment that is the Authority's focus. As I write, the Minister for Justice and Equality has published Garda correspondence relating to the tragic fatal shooting of Garda Tony Golden which goes to illustrate this point.

Our work on data quality raised worrying governance matters, echoed in our reviews of the internal audit report into the Garda College.

We had not anticipated that in 2017 the Authority would have to carry out its statutory function to nominate a person for appointment to the position of Commissioner of the Garda Síochána and substantial preparations were undertaken, together with the Department of Justice and Equality and the Public Appointment's Service, prior to the advertisement of the position in March 2018.

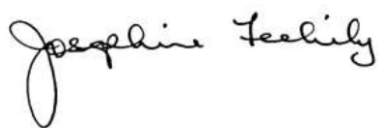
Finally, a highlight for me in 2017 was seeing new Garda recruits sign the Code of Ethics established by the Authority as they are attested, and hearing the Garda Commissioner counsel them to live by its principles.

Looking forward

Our work in 2017 culminated in a statutory assessment of our own effectiveness and a look to the future on how we can continue to build on the solid foundations we have created to carry out our fundamental job – to oversee the performance of the Garda Síochána. We also made a detailed submission to the Commission on the Future of Policing in Ireland to contribute our experience, insights and aspirations. In both of these documents we outline limitations of our powers and functions and make many specific proposals for change.

We look forward to the Commission's report later this year, and its recommendations, which I have no doubt will have a major impact on policing and policing oversight in the years ahead. In the meantime we are continuing to oversee the Garda Síochána in 2018 within the existing statutory framework and we have put in place five cross-cutting themes or lenses through which all oversight and research work in 2018 will be considered - delivery, supervision and performance management, governance, ethics and data quality.

The support and commitment of my Authority colleagues and the dedication and productivity of the Authority's executive team has been second to none. We are heartened to note that concerns about supervision, data quality and progress on the engagement of professional civilians, which the Authority raised in 2016 and 2017, are now being debated more broadly. We are convinced that our presence is making, and will continue to make, a difference in the quality of policing and in building confidence in policing for the people of Ireland.



Josephine Feehily

Chairperson

29 March 2018

Chief Executive's Review of the Year

The second year of operation of the Authority was characterised by a significant expansion of the work of the Authority as the staff and expertise to carry out the Authority's functions were built steadily over the course of the year.

A key priority for 2017 was to establish the Authority's systems for the selection of persons for appointment to the senior ranks of the Garda Síochána and to undertake those competitions in an agile and efficient manner so that positions could be filled without delay. Other oversight priorities emerged during the year related to reviews of matters related to Mandatory Intoxicant Testing, the incorrect issuing of summonses and homicide. This was on top of a sizable work programme set out in our Corporate Priorities for the year, which included continuing to develop the Authority as an organisation in addition to deepening our oversight of the Garda Síochána.

Working together with Authority and Committee Members, I am pleased to report that the Executive team has made exceptional progress in supporting the Authority's work and achieving its objectives for 2017.

At a Glance

- Oversight of the Garda Síochána's implementation of the 2017 Policing Plan was at the centre of the Authority's oversight work;
- 19 meetings of the Authority (11 scheduled and 8 additional) and 41 Committee meetings were held during the year including five live-streamed Authority meetings in public;
- Of the 50 performance indicators in the Authority's 2017 Corporate priorities, 40 were fully achieved, of the remaining ten, four were outside of the Authority's control.
- The Code of Ethics for the Garda Síochána was launched in January 2017;
- 3 selection competitions were held and panels established for the ranks of Assistant Commissioner, Chief Superintendent and Superintendent and appointments made to all three ranks by July;
- Assessed and evidenced progress by the Garda Síochána in implementing the recommendations of the Garda Inspectorate report 'Changing Policing in Ireland' culminating in four quarterly published reports to the Minister;
- Report published on the *Review of Matters Related to Mandatory Intoxicant Testing and the Incorrect Issuing of Summonses by the Garda Síochána Instead of Fixed Charged Notices*;
- Review of the Authority's effectiveness and the adequacy of its statutory functions published in December 2017;
- The Authority invested significant time in 2017 in considering the future of policing in Ireland and published its submission to the Commission on the Future of Policing in January 2018.

As is evident from this report, the Authority has continued to strive and achieve much and this has been possible only because of the dedication, commitment and professionalism of the Authority members and the Executive team. We also received excellent support from the Department of Justice and Equality, the Department of Public Expenditure and Reform, the Public Appointments Service and other agencies in the criminal justice system, of which I am very appreciative. I look forward to building further towards the attainment of the Authority's objectives in 2018 and beyond.



Helen Hall
Chief Executive
29 March 2018

1. What the Policing Authority does

The Policing Authority is an independent agency established on 1 January 2016. Its key role is to oversee the performance by the Garda Síochána of its functions relating to policing services.

The Authority was established by the enactment of the Garda Síochána (Policing Authority and Miscellaneous Provisions) Act 2015 which amends the Garda Síochána Act 2005. The Act provides for an extensive range of functions for the Authority, some of which were previously the responsibility of Government or the Minister for Justice and Equality. The full range of functions is available on the Authority's website.

The principal functions of the Policing Authority are to:

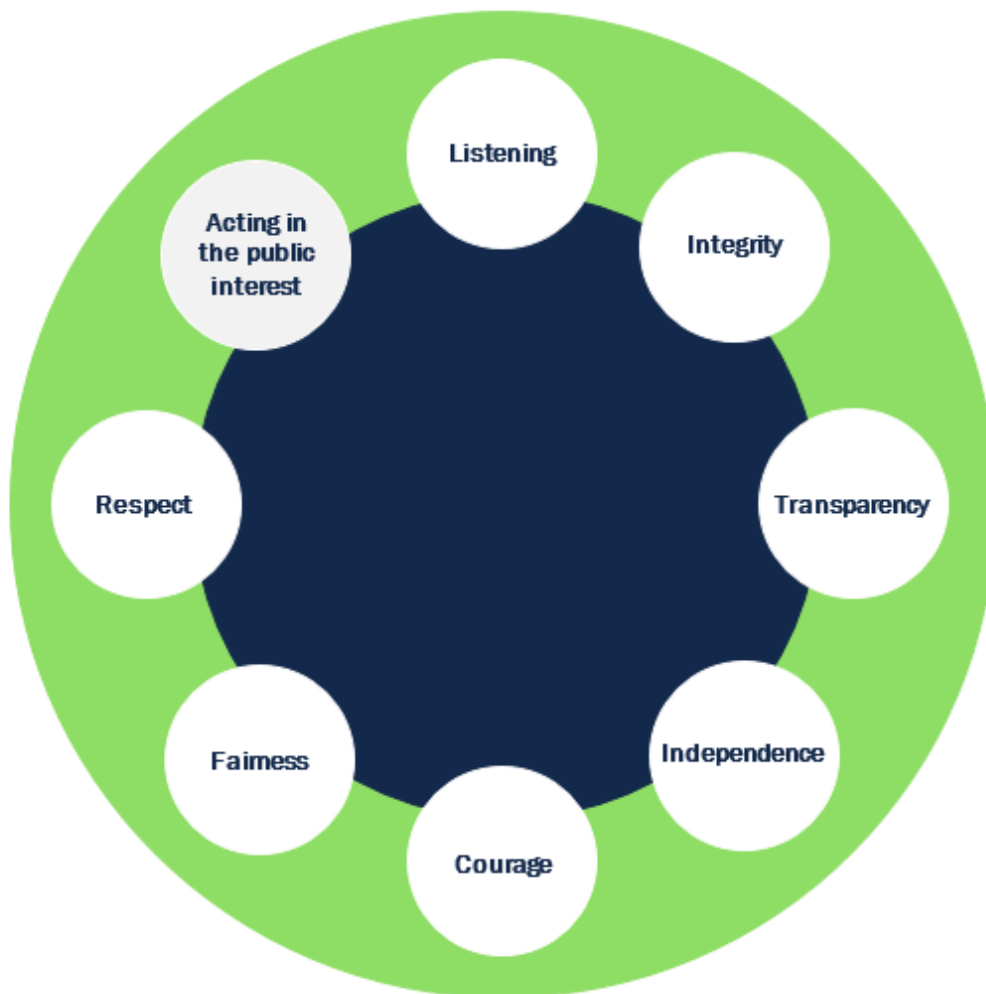
- Set priorities and performance targets for the Garda Síochána;
- Keep under review the performance by the Garda Síochána of its functions;
- Monitor and assess measures taken by the Garda Síochána in relation to recommendations made in reports of the Garda Síochána Inspectorate;
- Nominate persons for appointment by the Government to the posts of Garda Commissioner and Deputy Garda Commissioner, following a selection process undertaken by the Public Appointments Service;
- Undertake selection competitions for appointments to the ranks of Assistant Commissioner, Chief Superintendent and Superintendent in the Garda Síochána;
- Appoint and remove Assistant Commissioners, Chief Superintendents and Superintendents in certain senior ranks and grades in the Garda Síochána;
- Provide information and advice to the Minister for Justice and Equality; and
- Promote the policing principles and public awareness of matters relating to policing services and support the continuous improvement of policing in the State.

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 and Equality for the performance of the Commissioner's functions and those of the Garda Síochána.

Our Mission

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

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



Our values

2. Progress against Strategic Objectives

The Policing Authority Strategy Statement 2016-2018 was presented to the Minister for Justice and Equality on 14 July 2016 and subsequently laid before the Oireachtas. It sets out the Authority's strategic objectives and key actions and performance indicators for the three-year period to end 2018. Progress towards the achievement of those objectives is set out in this chapter.

Desired Outcome 1- Continuous improvement of policing in Ireland and public resources being used by the Garda Síochána in an efficient and effective way

Objectives	Achievements in 2017
<p>An implemented effective performance measurement and accountability framework for the Garda Síochána</p>	<ul style="list-style-type: none"> • Ongoing engagement with the Garda Síochána in relation to performance and accountability, including for example through: <ul style="list-style-type: none"> ▪ the monthly Garda Commissioner's Report to the Authority and ▪ oversight of performance against the 2017 Policing Plan on a monthly basis; • Policing Priorities for 2018 were established by the Authority following a consultation process with a broad range of stakeholders and were communicated to the Garda Commissioner and the Minister for Justice and Equality in November 2017; • Preparation of the 2018 Policing Plan which was approved by the Authority in January and laid before the Oireachtas in February 2018; • Engagement with a range of stakeholders to inform the Authority's assessment of Garda Síochána performance; • A number of themed meetings held at Committee level on Roads Policing, Children, Victims and Community Policing.
<p>Modernisation and systematic improvement of the Garda Síochána</p>	<ul style="list-style-type: none"> • Completion of four quarterly reports for the Minister for Justice and Equality, covering the implementation of the Garda Inspectorate recommendations in 'Changing Policing in Ireland', achievements in priority areas of organisation development, and developments in key functions such as Human Resources and ICT; • Eleven meetings of the Authority's Organisation Development Committee were held throughout the year. These addressed key themes such as the Divisional Model, workforce composition, civilian recruitment, deployment of Garda members from administrative to policing duties, performance management and victims services; • Analysis of monthly reporting on the progress achieved of projects in the Garda Síochána Modernisation and Renewal Programme; • Evidencing progress and impact of the Modernisation and Renewal Programme through visiting Garda facilities, divisions and specialist units throughout the country.

Objectives	Achievements in 2017
	<ul style="list-style-type: none"> Monitoring the implementation of modernisation initiatives designed to address recommendations of third party reports to improve performance; Questioning of the Garda Commissioner and senior management team at private and public meetings in 2017 in relation to the implementation of recommendations made in the O’Higgins report; Monitoring of progress by the Garda Síochána in undertaking a culture audit; Independent systems audit of the Mandatory Alcohol Testing and Fixed Charge Notice matters in the Garda Síochána; Examination of matters raised by the review of domestic homicides.
<p>Good governance arrangements and structures within the Garda Síochána</p>	<ul style="list-style-type: none"> Comprehensive submission to the Commission on the Future of Policing; Desk review of certain governance matters in the Garda Síochána commissioned and a discussion document finalised in March 2018 and circulated to the Commissioner and the Commission for the Future of Policing as a basis for further consideration of governance structures and arrangements; New Chair and 4 new members (including 3 external members) appointed to the Garda Síochána Audit Committee.

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

Objectives	Achievements in 2017
<p>Establish a Code of Ethics that includes (a) standards of conduct and practice for members; and (b) provisions to encourage and facilitate the reporting by members and Garda staff of wrongdoing in the Garda Síochána</p>	<ul style="list-style-type: none"> The Garda Síochána Code of Ethics which was produced by the Authority in 2016 was launched by the then Tánaiste and Minister for Justice and Equality in January 2017. In the course of 2017, the Authority’s Ethics Committee engaged with Garda management in relation to the roll out and embedding of the Code. Authority members and staff presented at the first regional launches of the Code in December 2017.
<p>Well established, fully operational appointments system for all staff of the Garda Síochána that come within the Authority’s appointment remit</p>	<ul style="list-style-type: none"> Arrangements for undertaking selection competitions for the senior ranks in the Garda Síochána were finalised in consultation with the Garda Síochána including the development of a Statement of Practice and Competency Frameworks.

Objectives	Achievements in 2017
	<ul style="list-style-type: none"> • Selection Competitions were undertaken and panels of candidates established for appointment to the ranks of Assistant Commissioner (March), Chief Superintendent (June) and Superintendent (July); • Clearance processes were developed and the undertaken for candidates coming under consideration for appointment to these ranks in 2017; • A total of 31 candidates were appointed to the senior ranks (4 Assistant Commissioners, 8 Chief Superintendents and 19 Superintendents) during 2017; • Requests were processed for grades and numbers of civilian staff at all levels in the Garda Síochána and approval given for a total of 120 civilian staff (1 at Executive Director level, 10 at Principal Officer level and 110 at AP grade and below). A total of 7 persons were appointed to senior civilian grades in the Garda Síochána (3 Executive Directors and 4 Principal Officers); • Established and supported a multi-agency working group to oversee the development of workforce planning and civilianisation/redeployment of Gardaí to front line duties and engaged with the Garda Síochána in relation to progress on these initiatives; • Engaged with the Minister for Justice and Equality and the Public Appointments Service regarding preparations for the recruitment of a new Garda Commissioner, including in relation to advising the Minister in relation to the remuneration package and the preparation of the requirements relating to knowledge, ability and suitability for the position.
<p>Keep under review the arrangements for the recruitment, training and development of Garda members and Garda staff</p>	<ul style="list-style-type: none"> • The Authority dedicated a meeting to the issue of training in May 2017 which was held at the Garda Training College; • The Authority reviewed details of training in the Garda Síochána and a summary of its conclusions and recommendations were included in its Submission to Commission on the Future of Policing; • At the request of the Authority, a module on Authority oversight, including the Code of Ethics, is included in the training programme for Garda recruits to which Authority staff present each month; • From September 2017 all new Garda recruits have signed up to the Code of Ethics as part of their attestation.

Desired Outcome 3 - Strong public awareness and engagement regarding policing matters

Objectives	Achievements in 2017
<p>Have effective working relationships with key stakeholders</p>	<ul style="list-style-type: none"> • A Communications Strategy for the Authority was developed and approved; • Processes and procedures are in place for communication with key stakeholders, media and the public through meetings in public, other events, consultation and other engagement; • Ongoing constructive engagement with the Department of Justice and Equality, Garda Síochána Ombudsman Commission and the Garda Inspectorate; • Publication of range of material on the Authority website in order to provide transparency on the Authority’s work to stakeholders and the public; • Engagement with the Northern Ireland Policing Board and the Scottish Police Authority.
<p>Communities engage actively with the Garda Síochána through the Joint Policing Committees in a way that facilitates crime prevention and improved safety and quality of life for citizens</p>	<ul style="list-style-type: none"> • Members and staff of the Authority attended 15 Joint Policing Committee meetings nationwide, • Held a consultation event in July 2017 with Chairpersons of Joint Policing Committees, Chief Executives of Local Authorities, and representatives from the Garda Síochána to discuss matters of interest including the development of the 2018 Policing Priorities.
<p>Improve public awareness of policing matters</p>	<ul style="list-style-type: none"> • Five meetings of the Authority with the Garda Commissioner were held in public with meetings live streamed and recordings available to view on line; • Public consultation on the Policing Priorities 2017 were conducted through the Authority’s website; • Publication of Authority documents, agendas, minutes, reports and other documents on the Authority’s website; • Provision of information to the public through engagement with the media including through press conferences, press statements interviews and responses to queries.

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

Objectives	Achievements in 2017
<p>Be an effective organisation with a culture of high performance</p>	<ul style="list-style-type: none"> • Continued to build the organisations human resource capacity through recruitment and development of staff with appropriate experience, skills and knowledge. 31 of the staffing complement of 39 had been recruited and started work in the Authority by year end

Objectives	Achievements in 2017
	<p>and a further 4 staff joined the Authority in the first quarter of 2018;</p> <ul style="list-style-type: none"> • Implemented staff Performance Management and Development System (PMDS) and provided training and development to staff; • Updated the Authority’s Code of Conduct, Standing Orders and updated or developed a range of other Governance documents and procedures; • The work of Committees continued to be progressed and supported throughout the year. This included the establishment of a new Committee and update of the Terms of Reference for all Committees; • Challenging Corporate Priorities and business plans were put in place for the year and substantially delivered (See Appendix 1) in addition to a significant programme of additional projects that emerged during the year; • 19 meetings of the Authority were held, with five in public, with very high attendance by Authority Members; • A self-assessment effectiveness review of the Authority was undertaken and a comprehensive review of the Authority’s performance and the adequacy of its statutory functions under Section 62O of the Act were prepared and submitted to the Minister; • Systems and procedures for the administration of the Authority continued to be developed throughout the year including for risk management and internal audit. Enhanced ICT systems including for video conferencing, document management and redevelopment of the Authority’s website were put in place or commenced; • The first Annual report and Appropriation Accounts of the Authority were completed in March 2017; • In house research capacity was established in the Authority.
<p>Provide appropriate and timely reports to the Minister and advice on policing matters.</p>	<ul style="list-style-type: none"> • Submissions and advice provided to the Minister in a timely manner and action taken on ministerial requests, including: <ul style="list-style-type: none"> • Oversight of the implementation by the Garda Síochána of the Garda Inspectorate Report “Changing Policing in Ireland”; • Oversight of the Garda Síochána’s identification of posts suitable for redeployment in line with the Government policy of “Civilian by default”; • Submission of the first quarterly report to the Minister in October 2017 on the implementation by the Garda Síochána of the recommendations of the Fennelly Commission in accordance with section 62O (6) of the Act; • Submission of reports to the Minister in July and October 2017 on Progress on implementation of the recommendations of the

Objectives	Achievements in 2017
	<p>Interim Audit report on Financial Procedures in the Garda College in accordance with section 62O (6) of the Act;</p> <ul style="list-style-type: none"> • Response to consultation on Section 42 inquiries; • Provision of advice to the Minister with regard to the resources that are likely to be required by the Garda Síochána to perform its functions in the 2018 financial year.

In accordance with this Statement of Strategy and to reflect additional requests from the Minister, the Authority set its Corporate Priorities for 2017 at the start of the year to guide it in prioritising its work in 2017. The status of the achievement of these priorities is also set out for information at Appendix 1.

3. Feature Article: Appointments to the senior ranks of the Garda Síochána

This was the first year of the Authority's functions to hold selection competitions and appoint persons to the ranks of Assistant Garda Commissioner, Chief Superintendent and Superintendent in the Garda Síochána. The Authority's statutory functions were commenced with effect from 1 January 2017 and by 23 January the Authority has advertised its first competition – for the rank of Assistant Commissioner. By 13 July competitions had been held and panels of candidates established for all three ranks. The commencement of these functions was welcomed by the Authority as a significant milestone in the reform and modernisation of the police service in Ireland, the first time that appointments to the senior ranks of the Garda Síochána had been made by an independent external body.

Preparations for taking on its statutory appointments functions commenced in 2016 with the establishment of an Appointments Committee. In laying the groundwork for the competitions, research and consultation about best practice for selection and recruitment processes and the requirements for the roles concerned was undertaken and a submission made to the Department of Justice and Equality with regard to the framing of the regulations to govern the process.

It was decided to take an evolutionary rather than a revolutionary approach to the design of the Authority's first competition in light of the short timeframe available to establish the function and run the first competitions and in fairness to candidates for whom each change in the process would be new. Nevertheless a number of key changes were made to the competitions including:

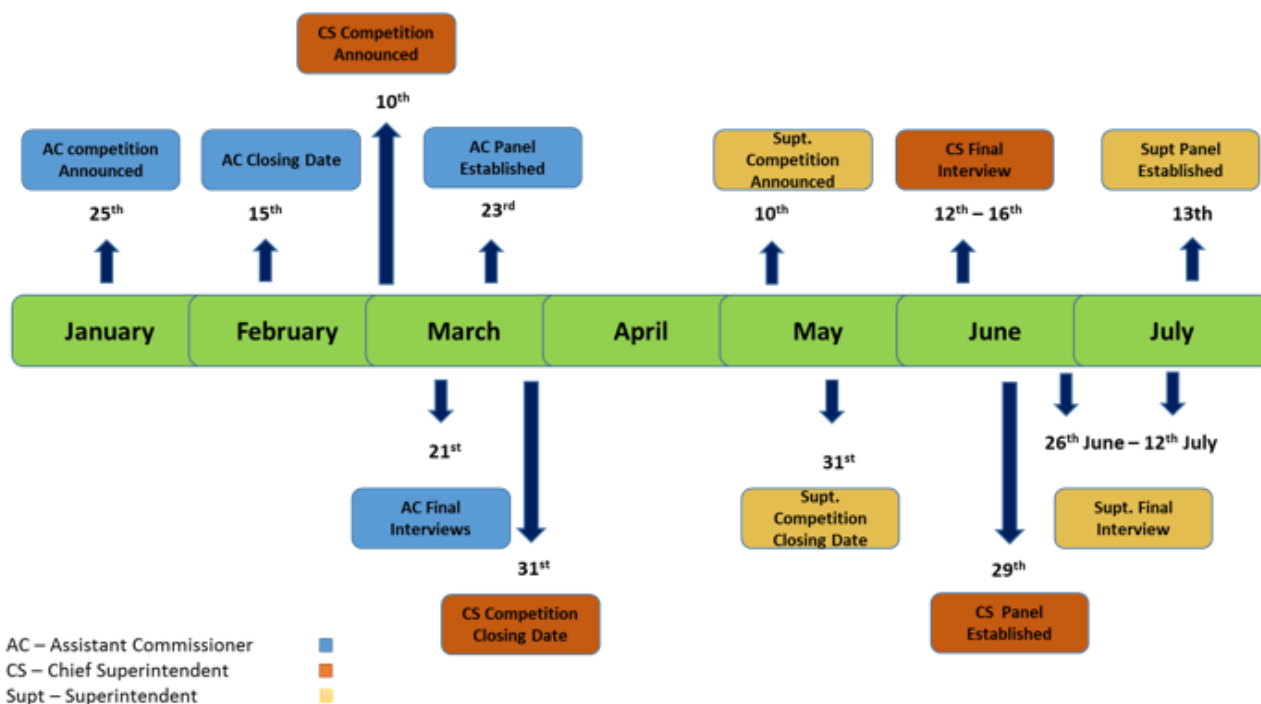
- Eligibility was opened up to all ranks from Inspector upwards in the Garda Síochána and the Police Service of Northern Ireland, thus widening the pool of candidates for each competition;
- The competency frameworks reflected the policing and leadership requirements for senior roles;
- Application forms and procedures for supervisor sign-off were shorter and more streamlined;
- For the first time, shortlisting was introduced for all competitions to identify the most suitable candidates to bring forward to interview;
- Further stages were included in the interview process, specifically a second interview in the Assistant Commissioner and Chief Superintendent competitions. In addition, a presentation was included for the final interview for all three competitions.

The Authority put a Statement of Practice in place for conducting the competitions and the format and process for each of the selection competitions was designed. Existing processes and best practice in public service recruitment and in police services in other jurisdictions were taken into account. A key decision was made to avoid a protracted process and to run the competitions quickly and efficiently, while in accordance with best practice and a fair process for all candidate. The first competition, for appointment to the rank of Assistant Commissioner, was advertised in late January 2017, the three-stage competition was concluded on 22 March with the establishment of a panel of candidates and the first appointment to the rank on 23 March.

Commenting on the first appointment by the Authority to the rank of Assistant Commissioner, Authority Chairperson, Josephine Feehily referred to it as an *“historic moment in the evolution of policing in Ireland”* and noted *“the cultural significance of de-politicising senior Garda appointments and the organisational impact of candidates having to send a promotion application to the Authority rather than the Garda Commissioner or Garda HQ should not be underestimated”*.

The competitions for Chief Superintendent and Superintendent and were advertised in March and May and, after undertaking the competitions, panels were established on 29 June and 13 July respectively. The timeline is shown in Figure 1 below.

Figure 1 - 2017 Competition Timeline



From the outset, the overarching principles governing selection for appointment included commitments to absolute transparency and the highest standards of probity, fairness and merit based appointment. The processes were in line with best recruitment practice. These principles were captured in the Statement of Practice for the conduct of each competition which set out the principles governing the competitions to ensure the consistent application of best practice standards.

The selection process was conducted by selection boards appointed by the Authority, each with 4 or 5 members including an external, independent Chair, a representative of the Garda Commissioner as required by the regulations, an independent policing expert and, for the more senior competitions, at least one member of the Authority. Selection board members were trained, experienced interviewers who received further training and briefing in relation to the Authority’s process and the role. A Policing Authority representative was present at all interviews to ensure that proceedings were conducted in accordance with the Authority’s selection process.

Following final interviews, candidates who were deemed suitable were placed in order of merit by the selection Board and panels were established by the Authority. In total, 31 appointments were made from these panels during 2017. Competition statistics are set out in Appendix 2.

An independent audit of the selection and appointments process was carried out by the Authority’s Internal Audit provider in Autumn 2017, with positive feedback on the process. The overall finding was that the process was robust, transparent and in compliance with the statutory framework and Statement of practice and the highest grading of ‘A’ awarded to the systems and procedures in place.

4. Governance and Structure

1. Authority Members

Membership of the Authority consists of a chairperson and eight ordinary members. Under the legislation, Authority members are appointed for a term of either 3 or 4 years, and may be reappointed for a further term subject to a maximum of 8 years. One member of the Authority resigned with effect from 28 July 2017 to take up a position on the Commission on the Future of Policing and has not been replaced.

Members of the Oireachtas or Local Authorities, serving members of the Garda Síochána, GSOC or the Garda Inspectorate are not eligible to be members of the Authority.

The Chairperson and Members of the Authority were selected for appointment by the Government following selection processes run by the Public Appointments Service. The Chairperson was engaged on a full time basis for 2017 and the other members were engaged on the basis of a commitment of 4-6 days a month.

The Authority Members are listed in the table below with information about their term of office, Authority meetings attended during 2017 and any fees paid to them and expenses incurred by them for 2017 arising from the performance of their duties.

Authority Member	Expiry of term	Authority Meetings attended	Committee and Representational Meetings ¹	Annual Fee 2017 ² €	2017 Expenses €
Josephine Feehily (Chairperson)	31/12/2019	19	25	64,900	2,067
Noel Brett	31/12/2019	16	11	14,963	0
Bob Collins	31/12/2019	19	19	14,963	0
Vicky Conway³	28/07/2017 ⁴	10	10	-	489
Pat Costello	31/12/2018	18	19	14,963	0
Judith Gillespie	31/12/2019	17	20	14,963	6,211
Valerie Judge	31/12/2018	17	14	14,963	30
Maureen Lynott	31/12/2019	18	11	14,963	0
Moling Ryan	31/12/2018	18	15	14,963	0

¹ A total of 41 Committee meetings were held. In addition, Members represented the Authority at a number of other meetings and events throughout the year.

² Fees paid to Authority Members are approved by the Minister for Justice and Equality with the consent of the Minister for Public Expenditure and Reform.

³ As a public servant, one Member was not in receipt of any fees under the 'One Person, One Salary' principle.

⁴ One Authority Member resigned from the Authority on 28 July 2017 and was subsequently appointed as an external member of the Policing Strategy and Performance Committee under Section 62K (3)(a) of the Act.

2. Committees of the Authority

The Authority established a number of new Committees in 2017 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, guides their work and sets out the details of matters which are delegated to the Committee for decision. In addition two of the Committees established in 2016 continued their work under revised Terms of Reference. The Terms of Reference for each Committee and the approved minutes of their meetings in 2017 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.

Five committees were in place in 2017. 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. In addition, there are two external members of the Audit and Risk Committee. The Garda Appointments Quality Assurance and Selection Governance Committee is chaired by an external member who is a senior independent recruitment expert and the membership of this Committee also includes a member of the Senior Executive team. In September 2017 an external member was appointed to the Policing Strategy and Performance Committee. Details of each committee, together with membership and meetings in 2017 are set out below:

Committee	Membership	Meetings in 2017
Audit and Risk	Moling Ryan (Chair) Ronan Nolan (External member) Melanie Pine (External member)	5
Code of Ethics	Pat Costello (Chair) Bob Collins Vicky Conway (to June 2017) Judith Gillespie	9
Garda Appointments Quality Assurance and Selection Governance	Bryan Andrews (Chair) (External member) Valerie Judge Maureen Lynott Moling Ryan Aileen Healy (Executive member)	4
Garda Organisation Development	Bob Collins (Chair) Noel Brett ⁵ Pat Costello Valerie Judge Moling Ryan ⁶	11

⁵ Mr. Brett was a member of the Garda Organisation Development Committee until March 2017.

⁶ Dr. Ryan became a member of the Garda Organisation Development Committee in April 2017.

Policing Strategy and Performance	Judith Gillespie (Chair) Noel Brett Vicky Conway (Resigned July 2017 and appointed as an external member from September 2017) Maureen Lynott	12
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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.

The senior management team is listed below:

Role	Name
Chief Executive	Helen Hall
Head of Governance and Corporate Services and Secretary to the Authority	Aileen Healy
Head of Legal, Policy and Research	Catherine Pierse
Head of Policing Strategy and Performance	Margaret Tumelty

The Chief Executive's salary in 2017 was €134,469 on the salary scale for Assistant Secretary in the civil service, which is the amount approved by the Minister for Justice and Equality with the consent of the Minister for Public Expenditure and Reform. Expenses paid to the Chief Executive arising from the performance of her duties amounted to €1,277 in 2017.

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 2017, 8 additional meetings were held in 2017 to deal with emerging issues.

Meetings with the Commissioner in public are held in a public venue and admittance to observe is available to the public and the media. These meetings are advertised in advance on the Authority's website. They are live streamed via the Authority's website, are available to broadcast by the media and archived recordings are available to view on the Authority's YouTube channel.

In 2017, the Authority met a total of 19 times, meetings with the Garda Commissioner and/or the senior Garda team 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 2017, the Garda Commissioner's monthly report to the Authority was published on the Garda Síochána and the Authority's websites.

The Authority makes provision for meeting in private at each monthly meeting without the Executive present and this was availed of on twelve occasions during 2017.

Transparency and consultation with stakeholders

In keeping with the high value placed by the Authority on openness and transparency the Authority is committed to communicating and engaging with stakeholders throughout its day to day operations 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 and Equality.

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, 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 2016-18; and
- Governance Framework - Relationship and Support Agreement with the Department of Justice and Equality.

These documents were revised as appropriate during 2017 to reflect changes arising from revisions to the Code of Practice for the Governance of State Bodies in Autumn 2016 and any other changes considered necessary. These documents 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 there are effective systems of internal control in place and implemented;
- the preparation and adoption of a strategic plan; 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.

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. 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.

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, the members of the Authority register their interests in other undertakings with the Secretary on their appointment. During 2017 the Code of Conduct was revised to reflect additions in relation to dealing with 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 for the Authority. 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 comprehensive review of the effectiveness of the Authority was undertaken in the third quarter of 2017 in accordance with section 62O of the Act and to meet the requirements of the Code of Practice for the Governance of State Bodies. The report of this review was submitted to the Minister and published on the Authority's website. Members also participated in the Authority's self-assessment survey of performance during the year.

Oversight by Parent Department

There is a Corporate Governance Assurance Agreement (including Relationship and Support Agreement) with the Department of Justice and Equality which clearly defines the terms of the Department's relationship with the Authority. It also describes 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. This agreement reflects and documents the extent to which the compliance requirements of the Code of Practice 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.

Liaison meetings between senior management of the Department and of the Authority take place on a quarterly 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 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 2017. 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 developed a risk management system and established a formal risk register in June 2017. This included a detailed assessment of the Authority's principal risks, including a description of these 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 High Risk 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 a standing agenda item at management 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 assurance regarding the adequacy of internal control systems.

Internal Audit

An Internal Audit function for the Authority is outsourced to Crowleys DFK following a procurement process in late 2016. The service is provided under an Internal Audit Charter. A three year Internal Audit Work Programme is in place and four internal audits were carried out in 2017 in line with the 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 2017. 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.

Financial Reporting

All appropriate procedures for financial reporting were in place within the Authority in 2017, 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 Equality and the Department of Public Expenditure and Reform on a monthly basis and are reported to the Authority and the Audit and risk Committee each month;
- 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 registered as a Data Controller with the Office of the Data Protection Commissioner as required by law. The Data Protection Policy of the Authority consists of a set of guidelines for staff based on the 8 Data Protection Rules to ensure that the Data Protection Acts 1988 and 2003 are complied with. Advanced preparations are underway to ensure compliance with the General Data Protection Regulations due to come into effect in May 2018 and are managed by a Data Protection Officer with a direct reporting line to the Chief Executive.

- Freedom of Information

The Authority provides comprehensive information on its website in relation to its compliance with the Freedom on Information legislation. This includes a publication scheme that provides information about the functions of the Authority and what material it makes publically available. The Authority made a decision early in its existence to provide for maximum transparency in relation to its work and routinely publishes agendas and minutes of all its meetings and committee meetings on its website. Its public meetings with the Garda Commissioner are streamed live and available on our website. In 2017, the Authority has received 11 Freedom of Information requests details of which can be found on the disclosure log on our website.

- Section 42 Irish Human Rights and Equality Commission Act 2014

The Authority is committed to ongoing review of its governance and procedures so as to maintain compliance with the principles of human rights and specifically the obligations under Section 42 of the 2014 Act.

- Protected Disclosures Act 2014

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 certain of the legal safeguards in place to protect workers who make protected disclosures. In accordance with the Act, the Authority developed a Protected Disclosures Policy which sets out the procedures in place for reporting of wrongdoing in accordance with the requirements of the Protected Disclosures Act 2014 and training was provided in relation to making a protected disclosure. 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.

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.

5. Financial Information

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.

The Accounting Officer must prepare, on an annual basis, an account of expenditure and receipts, known as the Appropriation Account and present this account for audit to the Comptroller and Auditor General.

2017 Expenditure

Actual expenditure from the Policing Authority Vote for 2017 amounted to €2.007 million. This included staff payroll of €1,246 million, representing 62% 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 and will be published by the C&AG in the Appropriation Accounts publication in September 2018.

The summary financial report to 31st December 2017 in Appendix 3 provides an analysis of the Vote position and related information for 2017.

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:

- €25,000 under Vote 9 – Office of the Revenue Commissioners
- €126,713 under Vote 13 - Office of Public Works in respect of rent and associated services for the Authority's offices
- €32,000 under Vote 24 – Department of Justice and Equality in respect of Financial Shared Services

Fees, Salaries and Expenses

The annual fee payable to Members of the Policing Authority for 2017 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 2017 was € 1.246 million. The staff complement of the Authority was increased from 15 in January 2017 to a total of 31 at 31st December 2017.

The number of employees whose total employee benefits (including Employers PRSI but excluding employer pension costs) paid in 2017 fell within each of the following pay bands is shown in the following table:

Pay Band	No. of Employees
€60,000 - €70,000	1
€70,000 - €80,000	2
€80,000 - €90,000	2
€90,000 - €100,000	=
€100,000 - €110,000	1
€120,000 - €130,000	-
€130,000 - €140,000	1

The aggregate compensation for the senior management team of the Authority in 2016, comprising salaries and Employer's PRSI, was €421,519. In addition, total expenses of €1,550 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 2017 was €303.

Consultancy Expenditure

A total of €45,874 of expenditure in 2017 related to external consultancy/adviser fees, categorised as follows:

- Legal €24,293
- Advisory €21,581

Taxation


The Authority has complied with its obligations under tax law in 2017.

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 all 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 2017 in total 2 invoices incurred late payment penalties. The value of all invoices that were paid late amounted to €2,383. The total interest paid during 2017 resulting from late payments amounted to €2.

Appendix 1 – Status of 2017 Corporate Priorities at 31/12/17

 AN TÚDARÁS PÓILÍNEACHTA POLICING AUTHORITY		2017 Corporate Priorities Status at 31 December 2017			
For a list of abbreviations used in this report, please see last page					
Priority	Performance Indicators ⁽¹⁾	Lead Division	Actions	Progress at year end	Update on Progress
1) Complete the process of establishing the organisation's infrastructure to ensure that capacity exists to achieve the Authority's strategic objectives	<ul style="list-style-type: none"> Suitable staff recruited as required up to the level of currently approved sanction of 35 	Governance, Corporate Services and Appointments	Posts have been prioritised. Job specifications prepared for each post. Appropriate recruitment method progressed	In progress	Sanction was increased to 39 to provide for appointments function. At 31/12/17 31 staff in place, 1 in clearance, 4 with start date in January 2018, jobs specifications being prepared for 3 remaining positions.
	<ul style="list-style-type: none"> Authority in compliance with the Code of Practice for the Governance of State Bodies including Authority Effectiveness Review completed 	Governance, Corporate Services and Appointments	Governance is under ongoing review and monitored by the Audit and Risk Committee. Governance is considered as appropriate under scope of all internal and external audits. Governance documents reviewed and updated as necessary annually by the Authority.	Achieved	IA review of Compliance with CoP completed March 2017 with the risk management system noted as major area of non-compliance. Addressed and in place June 2017. Effectiveness review completed March 2017. Code of Conduct, Standing Orders and Relationship and Support agreement with DJE revised during year and other governance documents being revised and updated in turn as required. Governance issues included in scope of Internal audits.
	<ul style="list-style-type: none"> All staff fully engaged with PMDS 	Governance, Corporate Services and Appointments	Annual PMDS cycle followed.	Achieved	All PMDS annual reviews to be completed by year end and this has been achieved with a small number of exceptions where this was not possible due to annual leave/work commitments and will be completed in early January in accordance with the PMDS requirements.
	<ul style="list-style-type: none"> New Authority website 	Governance, Corporate Services and Appointments	Project team to determine preferred method for delivery, oversee design, preparation of content and implementation.	In progress. Project carried forward to 2018.	The delayed vetting and thus commencement of a key staff member delayed progress on this. The RFT to engage a contractor to design and build the website was issued on 22/12/17 with a view to go live by the end of Q2 2018. This priority has been carried forward to the 2018 Corporate Priorities.
	<ul style="list-style-type: none"> Document management system implemented 	Governance, Corporate Services and Appointments	Consult with ICT to determine feasibility, suitability and timing of options under SLA.	In progress. Project carried forward to 2018.	Dependent on the roll out of Sharepoint by the Department of Justice. A document management system which is adequate for current needs in in place. Work is proceeding to implement a replacement document management system likely to be by end of Quarter 2 2018. Specification of requirements is on target. Priority carried forward to 2018.

Priority	Performance Indicators ⁽¹⁾	Lead Division	Actions	Progress at year end	Update on Progress
	<ul style="list-style-type: none"> Framework in place for sourcing researchers, consultants and other experts 	Legal, Policy and Research Division	Consultants are being identified as required in line with public procurement procedures	In progress. Project carried forward to 2018.	OGP framework has been utilised to purchase expertise as necessary. More generally, all divisions have built up knowledge of expertise available in various relevant areas. The recently established Research Unit will also continue the work of identifying relevant expertise.
	<ul style="list-style-type: none"> Positive internal and external audit reports and implementation of any agreed recommendations 	Governance, Corporate Services and Appointments	Co-operation with internal and external auditors.	Achieved	In place and ongoing. C&AG audit of 2016 Appropriation Account complete. 3 of 4 Internal Audits complete and final audit fieldwork completed and on target to be presented to first Audit Committee meeting in 2018.
	<ul style="list-style-type: none"> Risk management process documented and effectively operating 	Governance, Corporate Services and Appointments	Prepare risk register and risk management systems. Risk monitoring in place on ongoing basis.	Achieved	Risk register in place since June 2017, standing agenda item at SMT meetings, Audit and Risk Committee meetings and Authority meetings.
	<ul style="list-style-type: none"> Communications Strategy developed 	Policing Strategy and Performance	Develop Communications Strategy and Workplan for 2017/18 in quarter 3	Achieved	Communications Strategy approved at September meeting subject to Members' feedback. Published on Authority website.
2) System for Appointments in the Garda Síochána	<ul style="list-style-type: none"> Authority Appointments unit established (staffing, training, processes, procedures) 	Governance, Corporate Services and Appointments	Establish and staff Appointments Unit. Prepare and document practices and provide training as required.	Achieved	Appointments Unit in place.
	<ul style="list-style-type: none"> Selection competitions for Assistant Commissioner, Chief Superintendent and Superintendent completed by end Quarter 3 2017 and indicative annual calendar drawn up for future years 	Governance, Corporate Services and Appointments	Undertake competitions for all 3 ranks for which PA has a function.	Achieved	All three competitions complete and panels established. Appointments and clearance processes are ongoing as vacancies arise.
	<ul style="list-style-type: none"> Grades and numbers of approvals of civilian staff in the Garda Síochána and senior civilians appointed on a timely basis 	Governance, Corporate Services and Appointments	Determine processes for consideration of civilian requests from GS. Process requests in a timely manner on an ongoing basis. Oversee the GS WorkForce plan.	Achieved	Large number of requests received have been examined and there are queries raised with GS and responses awaited. Cross agency working group in place to monitor development of GS workforce plan and other matters relating to civilianisation.
	<ul style="list-style-type: none"> Review of 2017 competitions and processes undertaken 	Governance, Corporate Services and Appointments	After completion of selection competitions for all 3 ranks, undertake a review process to identify learning for the future.	Achieved	Internal audit of processes complete. An internal review of all three competitions has been undertaken to identify improvements in process in advance of 2018 competitions, including to obtain feedback from a range of parties and a draft report completed by end 2017.
	<ul style="list-style-type: none"> Preparations for recruitment of Garda Commissioner 	Governance, Corporate Services and Appointments	Liaise with DJE and PAS to make preparations for recruitment process and prepare job specification.	Achieved	Preparations for recruitment and liaison with DJE and PAS ongoing and being given significant attention throughout quarter 4 of 2017.

Priority	Performance Indicators ⁽¹⁾	Lead Division	Actions	Progress at year end	Update on Progress
3) Monitoring and Assessment of the Modernisation & Renewal Programme ('MRP')	<ul style="list-style-type: none"> Monthly evaluation of MRP progress in line with the government decision and timely quarterly reports to the Tánaiste on the matter 	Policing Strategy and Performance	Establish monthly reporting structure. Develop quarterly workplan of meetings, site visits and data requests to support production of quarterly report. Produce Quarterly Report to Minister on time.	Achieved	Monthly reports being received and interrogated. Four Quarterly Reports submitted to the Minister on time at January 31, April 30 and July 31. Agreed with the Minister that it would be sensible to delay the fourth report to allow time for progress by the GS and this was submitted to the Minister on 22 December.
4) Responses to any Ministerial requests and 3rd party reports, (including those arising from Garda Inspectorate recommendations, audits and Commissions of Investigation recommendations) as they arise	<ul style="list-style-type: none"> Quarterly evaluation of progress by the Garda Síochána on assignment of civilians to facilitate redeployment of Garda Members to front-line policing with evidence of appropriate redeployments 	Governance, Corporate Services and Appointments	Assess progress and include evaluation of progress being made in Quarterly Reports to the Minister	Achieved	While this is on target for the Authority's performance indicator, as we are assessing progress and including this in our quarterly reports to the Minister, there is little effective progress being made by the GS in relation to redeployments. Meetings with the GS, DPER, DJE and PAS, are now taking place twice a month and a draft Work Force Plan to 30 September 2017 has been received. Evaluation of progress included in Quarterly Reports to the Minister in January, April, July and December.
	<ul style="list-style-type: none"> Submission to Garda Inspectorate on open and lateral entry by 30 April 2017 	Legal, Policy and Research Division	Conduct research and produce report.	Achieved	Submission to Inspectorate made on 3 April 2017.
	<ul style="list-style-type: none"> Quarterly meetings held with Garda Inspectorate, to ensure the review of the dispersement of Garda Síochána resources, is consistent with agreed terms of reference and the Authority is kept apprised of progress 	Policing Strategy and Performance	Arrange and attend meeting with Inspectorate	Achieved	Meetings held on 24 February, 6 June and 2 October
	<ul style="list-style-type: none"> Prompt responses to other requests and 3rd party reports 	As below	Significant number of referrals received from the Department for oversight by the Authority as outlined below.	Outlined individually below	Outlined individually below.
	<ul style="list-style-type: none"> Review of the policies and procedures in place in the Garda Síochána to deal with whistle blowers and whistleblowing; 	Legal, Policy and Research Division	Obtain GS Protected Disclosure Plan. Review implementation of plan. Produce report.	Not achieved as awaiting progress from GS. Carried forward to 2018.	Work dependent on GS progress. GS Review now underway but only commenced in Nov 2017.
	<ul style="list-style-type: none"> Oversight of the implementation by the Garda Síochána of the Garda Inspectorate Report "Changing Policing in Ireland"; 	Policing Strategy and Performance	Assess progress and include evaluation of progress being made in Quarterly Reports to the Minister	Achieved	Monthly reports being received and interrogated. Quarterly Reports submitted to the Minister on time at January 31, April 30, July 31 and December 22 in line with agreement with the Minister that it would be sensible to delay the fourth report to allow time for progress by the GS.
	<ul style="list-style-type: none"> Oversight of Progress on the Culture audit 	Policing Strategy and Performance	Assess progress and include evaluation of progress being made in Quarterly Reports to the Minister	Achieved	Quarterly Reports include assessment of progress achieved on the Culture Audit and Civilianisation.

Priority	Performance Indicators ⁽¹⁾	Lead Division	Actions	Progress at year end	Update on Progress	
	<ul style="list-style-type: none"> Oversight of Progress on Civilianisation and in particular "the Garda Commissioner in conjunction with the Policing Authority as a matter of priority and before the end of 2016, to identify posts suitable for redeployment having regard to the indicative figure of 1,500 identified by the Garda Inspectorate and prepare a five year plan" 	Governance, Corporate Services and Appointments	Assess progress and include evaluation of progress being made in Quarterly Reports to the Minister	Achieved		
	<ul style="list-style-type: none"> Boundaries of Garda districts and dispersment of Garda stations in rural areas; deployment and rostering arrangements 	Policing Strategy and Performance	Referred to the Garda Inspectorate to perform this review.	Not achieved as awaiting progress from Garda Inspectorate. Carried forward to 2018.	This review is being done by the Garda Inspectorate and we have been meeting with them to understand progress on this matter. The initial timeline anticipated by the Department from completion was within one year. In the context of our understanding of progress to date and the departure of key staff in the Garda Inspectorate, this is unlikely to be achieved.	
	<ul style="list-style-type: none"> Progress on implementation of the recommendations of the Interim Audit report on Financial Procedures in the Garda College 	Legal, Policy and Research Division	Monitor progress on this audit report and has been interacting with the Chief Administrative Officer, GS Audit Committee and the C&AG	Achieved	Monthly reports being received, reviewed and submitted to the Authority. First report submitted in July 2017 and second report submitted on 1 November 2017.	
	<ul style="list-style-type: none"> Fennelly report 	Legal, Policy and Research Division	Monitor the implementation of recommendations. Produce quarterly reports.	Achieved	Report submitted to the Minister on 1 November 2017.	
	<ul style="list-style-type: none"> Independent systems audit of the MAT and FCN matters in the Garda Síochána. 	Policing Strategy and Performance	Arrange for and oversee independent audit. Weekly reports will be received from contractor to monitor performance against agreed terms and contract. Review interim report. Present final report to Authority for consideration.	Achieved	Report submitted to the Minister on 31 October 2017.	
	<ul style="list-style-type: none"> Submission to Commission on the Future of Policing 	Legal, Policy and Research Division	Preparation of material for submission to Commission on the Future of Policing	In progress	Deadline of 31 January was committed to and it is intended that this deadline will be met.	
5)	Monitoring and assessment of Garda Síochána policing performance	<ul style="list-style-type: none"> Monthly evaluation of the 2017 policing plan occurring through a developed performance framework 	Policing Strategy and Performance	Establish Framework for monthly reporting. Develop workplan for Committee. Evaluate monthly reports.	Achieved	Framework established. Monthly reports examined and evaluated. Committee workplan for 2017 in terms of the number of meetings and themes examined achieved.
	<ul style="list-style-type: none"> Commissioner's monthly report developed and embedded 	Policing Strategy and Performance	Further develop and refine Commissioner's monthly report	Achieved	Revised format incorporated into September Report. Report submitted monthly and published on Garda Síochána website	
	<ul style="list-style-type: none"> Established system to monitor trends and patterns of complaints against the Garda Síochána 	Legal, Policy and Research Division	Review GSOC Annual Reports. Analyse complaints and allegations. Produce report.	Achieved	Update paper for Authority July 2017. Meeting held with GSOC in September, meeting took place with Internal Affairs in November and further meeting with GSOC planned for end November. These inputs informed section 62(O) report to Minister.	

Priority	Performance Indicators ⁽¹⁾	Lead Division	Actions	Progress at year end	Update on Progress
	<ul style="list-style-type: none"> • Policing priorities for 2018 set by end July following a public consultation process 	Policing Strategy and Performance	Present draft priorities to Authority for consideration in July 2017. Agree draft to serve as the basis for consultation. Consultation outcomes to be considered by Authority in September 2017.	Achieved	Policing Priorities 2018 submitted to the Minister on 7 November 2017
	<ul style="list-style-type: none"> • 2018 annual Garda Síochána policing plans approved by end November 	Policing Strategy and Performance		Achieved	Annual GS Policing Plan 2018 considered by the Authority at its November and December meetings. Final Policing Plan 2018 incorporating the amendments required by the Authority forwarded to the Minister on 19 January 2018
	<ul style="list-style-type: none"> • Desk Review of all GSPSU and internal audit reports 	Legal, Policy and Research Division	Review GSPSU examination reports. Request GSPSU Workplan for 2017. Review GIAS Annual G5Reports	Not achieved as awaiting progress from GS. Carried forward to 2018.	Significant delays from the GS in providing the GSPSU reports. Reports still not provided by end December 2017.
	<ul style="list-style-type: none"> • The Executive to prepare a paper in relation to the installation and operation of CCTV security in public places 	Legal, Policy and Research Division	Engaged with DJE. Met with Garda Bureau of Community Engagement. Priority added July 2017 to conduct research.	Achieved	Information paper before the Authority in September 2017. Observations re. CCTV functions included in 2 year report under section 62(O).
6)	<p>Processes to support Authority members through themed meetings from time to time</p> <ul style="list-style-type: none"> • Development of alternative and independent sources of data and knowledge to support Authority meetings and ongoing oversight processes 	Legal, Policy and Research Division	Research carried out into required areas. Assistance provided to other units within the Authority. Develop Research policy	In progress. Project carried forward to 2018.	Continuing to develop engagement with wide range of state and non-governmental agencies to inform work of Authority and Committees. Research manager commenced during November and further researcher commenced in December. Awaiting clearance of further researcher. Research strategy to be put before Authority in January 2018 instead.
	<ul style="list-style-type: none"> • Meetings held and engagement with CSO, RSA, DPP, Courts Service, College of Policing and a number of NGOs to identify and access proxy measures of performance+D5 	Policing Strategy and Performance	Develop Communications Strategy and Workplan for 2017/18	Achieved	Meetings held with CSO, RSA, DPP, Courts Service, National Women's Observatory, Children's Ombudsman, Children's Rights Alliance, Victims Rights Alliance, Network Rape Crisis Centres Ireland, Dublin Rape Crisis Centre, ENAR, Irish Council of Civil Liberties. A review of the meetings held and the type of proxy measures of performance identified was considered by the Policing Strategy and Performance Committee in November. Proxy indicators are being identified drawing on the final Policing Plan 2018, which draw on the range of meetings held throughout the year.
	<ul style="list-style-type: none"> • Themed meeting on Roads Policing held in April 2017 	Policing Strategy and Performance		Achieved	Roads Policing Meeting held in April 2017
7)	<p>Gaining a deeper understanding of Garda Síochána training and education</p> <ul style="list-style-type: none"> • Authority meeting held in Garda Training College in May 2017 	Legal, Policy and Research Division	Monthly Policing Authority meeting to be held in Templemore on 25 May 2017	Achieved	Meeting held in May 2017
	<ul style="list-style-type: none"> • Secured standing slot for the Authority on the Garda Foundation Training Programme and CPD programmes for other ranks 	Legal, Policy and Research Division	Presentation - Foundation Course trainees. Presentation - CPD course.	Achieved	Slot secured for presentation to phase 3 trainees. First monthly programme was presented to them by the Chair and CEO and it is now occurring monthly and being facilitated by the CEO and the Heads of functions.

Priority	Performance Indicators ⁽¹⁾	Lead Division	Actions	Progress at year end	Update on Progress
	<ul style="list-style-type: none"> Desk review completed of Garda Síochána training to inform further work in this area 	Legal, Policy and Research Division	Paper to be presented to Authority on GS Training	Achieved	Review complete and Paper produced for May 2017 meeting. Information from that review included in paper to the Commission for Future in Policing.
	<ul style="list-style-type: none"> Research proposal developed on one key aspect of Garda Training for work to be done in 2018 	Legal, Policy and Research Division	One key aspect to be decided upon. Research proposal to be developed.	Achieved	CPD identified as an area of focus in the corporate priorities for 2018.
8) Increased JPC Engagement	<ul style="list-style-type: none"> Meeting of Chairpersons of JPCs held 	Policing Strategy and Performance		Achieved	JPC event held on July 5.
	<ul style="list-style-type: none"> Attendance by Authority personnel at a minimum of 15 JPC meetings, regionally spread 	Policing Strategy and Performance	Liaise with JPCs regarding meeting arrangements and arrange for attendance	Achieved	Attendance by year end at 15 Joint Policing Committee meetings: Wicklow, South Dublin, Kildare, Monaghan, Leitrim, Cork City, Meath, Kilkenny, Roscommon, Clare, Mayo, Fingal, Dún Laoghaire-Rathdown, Dublin City, and Carlow
	<ul style="list-style-type: none"> JPC section of Policing Authority website developed 	Policing Strategy and Performance		Achieved	JPC page in place and updated as material is received
9) Gaining a deeper understanding of Garda Síochána resourcing, the manner in which resources are expended and the link with performance	<ul style="list-style-type: none"> Internal capacity developed to examine resourcing 	Policing Strategy and Performance	Recruit staff with specific skills to analyse and assess data on GS resources.	Achieved	Member of staff in place following selection process and initial work has been done to understand the GS resources.
	<ul style="list-style-type: none"> Participation in DJE Resources Group 	Governance, Corporate Services and Appointments	Meet with GS, DJE and DPER to share information and discuss priorities and issues on a quarterly basis	Achieved	
	<ul style="list-style-type: none"> Initial report to Authority on Garda Síochána Resources in Quarter 2 	Governance, Corporate Services and Appointments	Report to the Authority on the current assessment of the adequacy of the GS resources to inform the provision of advice to the Minister by end July 2017.	Achieved	Advice provided to Minister 3 August 2017
	<ul style="list-style-type: none"> Review of aspects of Governance of the Garda Síochána initiated 	Governance, Corporate Services and Appointments	Undertake a review of certain aspects of GS governance.	In progress	Work is nearing completion and a draft report is expected to be provided in week commencing 22 January 2018. This work started late due to the knock-on effect of the MIT / FCN work by Crowe Horwath.
10) Report under Section 62 (O) (2) of the Act	<ul style="list-style-type: none"> Process initiated / Authority discussion by October 2017 	Legal, Policy and Research Division	Conduct research and seek views of Authority members in order to prepare report	Achieved	Section 62O report sent to the Minister in December 2017.
	<ul style="list-style-type: none"> Report for sign-off by Authority at December 2017 meeting 	Legal, Policy and Research Division	Draft report	Achieved	Section 62O Report sent to the Minister in December 2017.

⁽¹⁾ All indicators are assumed to have a completion time of 31 December 2017 unless explicitly stated.

Abbreviations used in this report are as follows:

AC = Assistant Commissioner

C&AG = Comptroller and Auditor General

CoP = Code Of Practice

CPD = Continuing Professional Development

CSO = Central Statistics Office

DJE = Department of Justice and Equality

DPER= Department of Public Expenditure and Reform

DPP = Director of Public Prosecutions

ENAR = European Network Against Racism

FCN = Fixed Charge Notice

GI = Garda Inspectorate

GS = Garda Síochána

GIAS = Garda Internal Audit Section

GSOC = Garda Síochána Ombudsman Commission

GPSU - Garda Síochána Professional Standards Unit

IA - Internal Audit

JPC = Joint Policing Committees

MAT = Mandatory Alcohol Testing

MIT = Mandatory Intoxication Testing

MRP = Modernisation and Review Program

NGOs = Non Governmental Organisations

OGP = Office of Government Procurement

PAS = Public Appointments Service

PMDS = Performance Management Development System

RSA = Road Safety Authority

RFT = Request For Tender

SMT = Senior Management Team

Appendix 2 – Competition Statistics for senior Garda Appointments 2017

Statistics for Policing Authority Selection Competitions for appointment to the rank of Assistant Commissioner, Chief Superintendent and Superintendent in the Garda Síochána 2017					
Selection Competition: Assistant Commissioner					
By rank of applicants	No. of Applicants	By gender	No. of Applicants	By Employing Organisation	No. of Applicants
Chief Superintendent	19	Male	27	Garda Síochána	31
Other ranks	12	Female	4	PSNI	0
Total	31	Total	31	Total	31
Selection Competition: Chief Superintendent					
By rank	No. of Applicants	By gender	No. of Applicants	By Employing Organisation	No. of Applicants
Superintendent	70	Male	71	Garda Síochána	77
Other ranks	9	Female	8	PSNI	2
Total	79	Total	79	Total	79
Selection Competition: Superintendent					
By rank	No. of Applicants	By gender	No. of Applicants	By Employing Organisation	No. of Applicants
Inspector	96	Male	83	Garda Síochána	90
		Female	13	PSNI	6
Total	96	Total	96	Total	96

2017 Panels established and Appointments			
Rank	No. of candidates on panel	No. of candidates appointed (at 31/12/17)	Date of Expiry of Panel
Assistant Commissioner	5	4	22/03/18
Chief Superintendent	15	8	28/06/18
Superintendent	33	19	12/07/18

Appendix 3 - Summary Financial Report 2017

A summary of expenditure in 2017 on the Authority's Vote is presented in the table below.

Financial Summary for Policing Authority Vote 2017		
Subhead	Estimate Provision 2017	2017 Expenditure
	€000	€000
A.1. (i) Salaries, Wages and Allowances		
Salaries, etc.	2,712	1,246
Overtime	0	0
Total A.1. (i)	2,712	1,246
A.2. (ii) Travel and Subsistence		
1. Travel and Subsistence	50	17
2. Air Travel Emissions Offsetting Payment	0	0
Total A.2. (ii)	50	17
A.2. (iii) Training and Development and Incidental Expense		
1. Staff Training & Development	60	50
2. Public Relations and Advertising	55	5
3. Public Meetings	40	25
4. Publications, Reports, Periodicals etc.	20	20
5. Entertainment	10	11
6. Miscellaneous	285	266
7. Members Fees and Expenses	215	216
Total A.2. (iii)	685	592
A.2. (iv) Postal and Telecommunications Services	10	2
Postal Services	40	12
Telecommunications	50	14
Total A.2. (iv)		
A.2. (v) Office Equipment and External IT Services		
1. Computer, etc. (Current)	105	51
2. Office Machinery & Stationary	20	15
Total A.2. (v)	125	66
A.2. (vi) Office Premises Expenses		
1. Maintenance	19	40
2. Heat, Light & Fuel	36	8
3. Furniture & Fittings	25	2
Total A.2. (vi)	80	50
A.2. (vii) Consultancy Services and Value for Money and Policy Reviews	10	22
Total Expenditure		
less	2,712	2,007
B. Appropriations-in-Aid.		
1. Miscellaneous	0	0
2. Pension Levy	58	51
Total A-in-A	58	51
Net Expenditure	2,654	1,956

Appendix 4 – Organisation Structure



Appendix 5 – 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 absolute 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 2017 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 during its second year of operation. In this context, I note that a large proportion of the Authority’s expenditure in 2017 was pay related costs which were administered by the Payroll Shared Service Centre through the Department of Justice and Equality payroll and are consequently subject to the internal control systems, including internal audit, in place in those organisations.

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 2017, the Authority established a risk management system to identify business risks and to evaluate their implications. A Risk Register was put in place which is overseen by the Audit and Risk Committee. Risk is a standing agenda item at monthly Authority meetings where high risks are monitored and risk is addressed in the context of all significant Authority decisions.

The procedures for monitoring the effectiveness of internal controls include:

- Audit and Risk Committee.

The Audit and Risk Committee met on 5 occasions in 2017. The Annual report of the Committee was presented to the Authority in February 2018 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 January 2018.

- 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 and Equality under a Shared Service Agreement. Assurance has been received from the Accounting Officer of the Department in relation to the adequacy of these systems and related internal controls.

The Authority is compliant with relevant current procurement rules and guidelines as set out by the Office of Government Procurement.

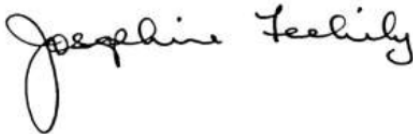
Further operational systems for the management of information by the Authority are in place or being developed in line with business activities and requirements.

An annual review of the effectiveness of the system of internal controls was conducted by Internal Audit in January 2018.

- Internal Audit.

An internal audit function for the Authority was established for the Authority in January 2017 following a procurement process to outsource the internal audit function. A contract put in place with Crowleys DFK in January 2017. Since then an Internal Audit Charter has been put in place and four internal audits carried out in 2017 in addition to a review of effectiveness and control in January 2018.

The internal control system, including this Statement of Internal Control, is reviewed by the Comptroller and Auditor General's Office as part of their audit of the Appropriation Account to confirm that that it reflects 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.



Josephine Feehily

Chairperson

Appendix 6 – Energy Usage 2018

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 increased over the year of 2017, with 31 members of staff in place at 31 December 2017.

The energy consumption of the Authority is included in the annual report provided by the Department of Justice and Equality to the Sustainable Energy Authority of Ireland.

Actions undertaken in 2017

The Policing Authority has continued its efforts to minimise energy usage by ensuring that all electrical equipment and lighting are switched off at close of business each day.

The Policing Authority took part in the “Make a Switch!” campaign to encourage staff turn off computers, printers and lights when possible.