



AN TÚDARÁS PÓILÍNEACHTA
POLICING AUTHORITY

Annual Report 2018



Annual Report of the Policing Authority 2018
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 the third annual report of the Policing Authority to the Minister for Justice and Equality in respect of the year 2018.

2018 was noteworthy in the life of the Authority for many reasons. With the benefit of carrying out all of its fundamental oversight functions for the third time, the Authority and its executive team grew in experience and confidence. Virtually all of our corporate priorities were achieved. There were 15 Authority meetings, five of which were in public. Between plenary and Committee meetings, there were 32 formal Authority-level engagements with the Garda Síochána at which aspects of Garda performance were examined and assessed.

Assessment, and evidencing our assessment, of Garda Síochána performance developed and deepened. To our hallmarks of oversight, namely transparency and persistence, we added rigour and evidence. In this respect we set it as a priority in 2018 to deepen our engagement with civil society groups and Joint Policing Committees.

Significantly, by the end of 2018 the Authority had exercised or examined all of its statutory functions. Stand out aspects of 2018 for me were the review of homicide investigations, because of the need for persistence; the Garda Culture Audit, because of its importance in capturing Garda voices and the quality of engagement by the Garda Síochána with the Authority regarding aspects the Juvenile Diversion Programme. This latter work continues in 2019, beginning with a special extra meeting in public in January to bring transparency to a seriously perturbing chapter of deficient Garda performance.

We presented to the Minister, at his request, three reports assessing the progress of Garda Reform and introduced for the first time the idea of biannual reports setting out the Authority’s assessment of policing performance. The second report for 2018 has just been completed.

History making

The Authority has had many “firsts” in its three-year life. Few have been more significant than the work the Authority performed leading to the nomination for the first time by an independent body of a person for appointment by Government to be the Garda Commissioner. In approaching this task, the Authority was acutely conscious of the statutory responsibilities placed on it by the Oireachtas and the limited residual role of Government. We engaged in an extensive process with the Departments of Justice & Equality and Public Expenditure & Reform and I would like to acknowledge in particular, the professionalism of the recruitment team in the Public Appointments Service.

Strategy Statement 2016-2018

In addition to being our annual report, this report marks the completion of the Authority’s first Strategy Statement. Given that we were setting out on something of a journey into the unknown, the Strategy proved itself to be remarkably robust and suitable to its task, and I am pleased to set out in this report evidence of strong performance and achievement of the Authority’s strategic objectives.

Disclosures Tribunal

It is impossible to reflect on matters relating to policing in 2018 without noting the Third Interim Report of the Disclosures Tribunal. As with other Tribunals and Commissions of Investigation, the work of Mr. Justice Charleton made visible aspects of Garda performance which did not reflect well on the organisation. His recommendations and, in particular, his exhortations regarding the obligations of Gardaí, were welcomed by the Authority and I would like to take this opportunity to commend them to all who are concerned with Garda performance.

Looking Ahead - Government Policing Reform Programme

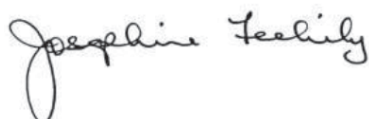
2018 was also notable for the Report of the Commission on Future Policing in Ireland and subsequent Government announcement of a programme of policing reform. The Authority made an extensive submission to the Commission and was pleased to see that the final report addressed many of the matters we raised. It contained recommendations which have the potential to be truly transformational if they are fully embraced, resulting on a better policing service for the community.

Pace and quality of implementation have bedevilled previous Garda reform programmes. We welcome the strong delivery focus on this occasion and have offered the Authority's experience and assistance to the new Implementation Group on Policing Reform.

It would be disingenuous of me not to recall that in 2018 the Authority set out its concerns that the reform proposals contain certain risks, including the risk that the empowered, independent, external oversight - which the decision to establish the Authority represented - will be weakened. Those concerns endure. The Authority will work with the Minister's Department as he develops proposed new legislation and will continue to exercise its statutory responsibility to advise him.

In the meantime, we have recently published our Strategy Statement 2019-2021, launched an academic bursary, published priorities for 2019 and will shortly commence a process to select Garda Superintendents. We have welcomed two new members. We are encouraged by the Strategy Statement and Policing Plans recently presented to us for approval by Commissioner Harris, and the work we have observed at Regional and Divisional level, that a performance framework is beginning to take root in the Garda Síochána.

In 2019 we will continue to build on the solid achievements of our first three years in assessing, including in public, Garda performance. As always, 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 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
28 March 2019

Chief Executive's Review of the Year

In 2018, we continued to expand our activities commensurate with the increasing knowledge and expertise of our staff with the aim of achieving the objectives in the third and final year of our Statement of Strategy.

Oversight of the Garda Síochána's implementation of the 2019 Policing Plan continued to be at the centre of the Authority's oversight work. We continued to support this work through meetings and site visits to evidence the Authority's reports to the Minister on the implementation of Garda reform and, for the first time, biannual reports on performance against the 2018 Policing Plan were published. In particular we sought to deepen our engagement with key stakeholders and Joint Policing Committees and began to develop our research capacity. Considerable attention was also devoted to preparations for the selection and nomination to Government of a new Garda Commissioner. We continued to develop our own capacity to ensure compliance with statutory and other requirements including, in particular, in relation to GDPR.

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 the ambitious work programme set out in our 2018 Corporate Priorities.

At a Glance

- 15 meetings of the Authority (11 scheduled and 4 additional) and 29 Committee meetings held;
- 5 Authority meetings in public and one Garda Síochána Culture Audit event were live-streamed;
- Of the 55 performance indicators in the Authority's 2018 Corporate Priorities, shown in Appendix 1, 43 were fully achieved; of the remaining 12, three were outside of the Authority's control, two have since been completed and two of those carried forward for completion in 2019 arise from a decision to extend the time period available to the new Garda Commissioner to prepare his new Strategy and Policing Plan;
- 2 selection competitions were held and panels established for the ranks of Chief Superintendent and Superintendent and a total of 42 appointments made to the senior ranks and to senior civilian posts;
- Assessed and evidenced progress by the Garda Síochána in implementing the recommendations of the Garda Inspectorate report 'Changing Policing in Ireland' and the 2018 Policing Plan;
- Supported the Authority's oversight of Garda Síochána reviews including of homicide and referrals under the Youth Diversion Programme;
- Monitored the embedding of the code of Ethics in the Garda Síochána;
- Considered and provided submissions to the Minister in relation to the report of the Commission on the Future of Policing; and
- In a new initiative published our infographic Review of 2018 in early January 2018, included at Appendix 2, which gives an overview of our achievements in the year.

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 2019 and beyond.



Helen Hall
Chief Executive
28 March 2019

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:

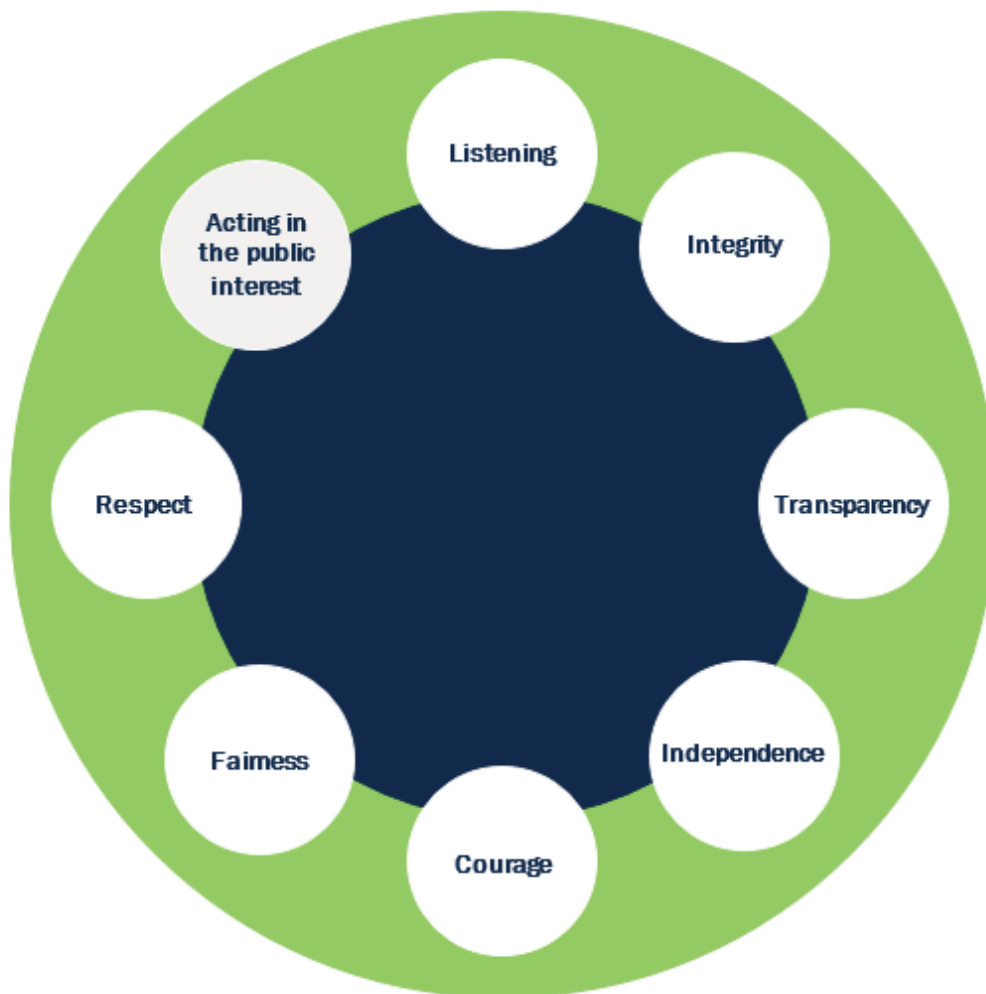
- Set priorities and performance targets for the Garda Síochána;
- Keep under review the performance by the Garda Síochána of its functions;
- Monitor and assess measures taken by the Garda Síochána in relation to recommendations made in reports of the Garda Síochána Inspectorate;
- Nominate persons 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 2018
<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, including for example through: <ul style="list-style-type: none"> ▪ oversight of performance against the 2018 Policing Plan on a monthly basis; ▪ seven meetings of the Policing Strategy and Performance Committee; ▪ publication in August 2018 of the Mid-Year Assessment on Policing Performance; and ▪ the monthly Garda Commissioner's Report to the Authority . • Policing Priorities for 2019 were drafted by the Authority following a consultation process with a broad range of stakeholders. A consultation process with the Garda Commissioner commenced in November 2018. • Engagement with a range of stakeholders to inform the Authority's assessment of Garda Síochána performance. • Themed meetings were held by Authority including in relation to Children and Diversity and Inclusion.
<p>Modernisation and systematic improvement of the Garda Síochána</p>	<ul style="list-style-type: none"> • Monitoring and assessment of monthly reporting on the progress achieved in relation to projects under the Garda Síochána Modernisation and Renewal Programme ('MRP') and in the Organisation Development and Capacity Improvement Chapter of the 2018 Policing Plan; • Held six meetings of the Authority's Organisation Development Committee, addressing the progress made in relation to key themes of workforce composition, workforce modernisation, deployment of Garda resources, performance management and victims services; • Completion of two reports for the Minister for Justice and Equality, on progress by the Garda Síochána in implementing the recommendations in 'Changing Policing in Ireland' and addressing: <ul style="list-style-type: none"> ▪ barriers and challenges to implementation; and ▪ achievements in priority areas of organisation development, human resources and ICT;

Objectives	Achievements in 2018
	<ul style="list-style-type: none"> • Conduct of site visits to Garda regions, divisions, districts and specialist units to evidence progress and assess the impact of MRP projects; • Examination of matters relating to the recruitment, role and effective use of the Garda Reserve through engagement with the Garda Síochána and two meetings with Reserve members; • Participated in the Joint Working Group on Garda Síochána resources.
<p>Good governance arrangements and structures within the Garda Síochána</p>	<ul style="list-style-type: none"> • Submission to the Commission on the Future of Policing in Ireland in January 2018; • Submission to the Department of Justice and Equality on the report of the Commissioner on the Future of Policing in October 2018; • A discussion document finalised in March 2018 further to a commissioned review of certain governance matters in the Garda Síochána and provided to the Garda Commissioner and the Commission for the Future of Policing as a basis for further consideration of governance structures and arrangements;

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

Objectives	Achievements in 2018
<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 Authority's Code of Ethics Committee continued to engage with Garda management in relation to the roll out and embedding of the Code of Ethics, including the completion of training by Garda members and staff and signing of the declaration to abide by the Code. • From September 2017 all new Garda members have signed up to the Code of Ethics as part of their attestation, and in 2018 all promoted Garda members have reaffirmed their commitment to the Code of Ethics.
<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"> • Selection Competitions were undertaken and panels of candidates established for appointment to the ranks of Superintendent (July 2018) and Chief Superintendent (November 2018); • A total of 33 candidates were appointed to the senior ranks (1 Assistant Commissioner, 7 Chief Superintendents and 25 Superintendents) during 2018; • Requests were processed for grades and numbers of civilian staff at all levels in the Garda Síochána and approval given for a total of 126 Garda staff. A total of 9 persons were appointed to senior Garda staff

Objectives	Achievements in 2018
	<p>grades in the Garda Síochána (1 interim Executive Director and 8 Principal Officers);</p> <ul style="list-style-type: none"> • Co-ordinated 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 the selection competition to fill the position of Garda Commissioner and nominated a candidate to Government for appointment to the position for the first time.
<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"> • Reviewed details of training in the Garda Síochána with a summary of conclusions and recommendations included in the submission to Commission on the Future of Policing; • Conducted a review of Garda Driver training and examined the matter at a meeting with the Garda Commissioner in public; • Delivered a module on the Authority's oversight role as part of the training programme for Garda Phase III probationers. • Addressed participants in the Garda Síochána Superintendent and Assistant Principal development programme in relation to the Authority's oversight role.

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

Objectives	Achievements in 2018
<p>Have effective working relationships with key stakeholders</p>	<ul style="list-style-type: none"> • Communications Strategy for the Authority put in place; • Engaged with key stakeholders, the media and the public through meetings in public, other events, consultation and other engagements; • Informed the Authority's work through enhanced engagement with non-statutory stakeholders in 2018, including a greater number and diversity of organisation,. • 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.

Objectives	Achievements in 2018
	<ul style="list-style-type: none"> Engaged with international policing and criminal justice bodies.
<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"> Attended Joint Policing Committee meetings in each of 27 Local Authority areas; Held the Authority’s third annual consultation event with Chairpersons of Joint Policing Committees, Chief Executives of Local Authorities, and representatives from the Garda Síochána in July 2018. To discuss matters of interest including the development of the 2019 Policing Priorities; and Attended a Policing Community and Safety Partnership meeting in Northern Ireland as observers
<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 for online viewing; Held a discussion event in relation to the findings of the Garda Síochána Culture Audit which was streamed live with a recording available for online viewing; Held a public consultation on the Policing Priorities 2019; Publication of Authority documents, agendas, minutes, reports and other documents on the Authority’s website; and Provision of information to the public through engagement with the media including through press conferences and statements, interviews and timely 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 2018
<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, development and performance management of staff with appropriate experience, skills and knowledge; Kept the Authority’s governance under review and updated Governance documents and procedures as appropriate. A comprehensive Risk Management policy and systems were put in place; The work of Committees continued to be progressed and supported throughout the year based on update Terms of Reference for all Committees; A new Policing Authority website was developed and launched in

Objectives	Achievements in 2018
	<p>early 2019;</p> <ul style="list-style-type: none"> • 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; • 15 meetings of the Authority were held with five in public with very high attendance by Authority Members; • Systems and procedures for the administration of the Authority continued to be developed throughout the year; • The second Annual report and Appropriation Accounts of the Authority were completed in March 2018 and the Authority received a clear external audit report; • In house research and knowledge management capacity was enhanced and knowledge and research services provided throughout the year to support the work of the Authority; • Established an in-house library and associated information resources to support the research function.
<p>Provide appropriate and timely reports to the Minister and advice on policing matters.</p>	<ul style="list-style-type: none"> • Submissions and advice were provided to the Minister in a timely manner and action taken on ministerial requests, including: <ul style="list-style-type: none"> • Submission of two reports in June and August 2018 on the progress by the Garda Síochána in implementing the Garda Inspectorate Report “Changing Policing in Ireland”; • Submission of final reports concerning: <ul style="list-style-type: none"> ▪ the implementation of the recommendations of the report of the Fennelly Commission of Investigation into certain matters relevant to An Garda Síochána; and ▪ The implementation of recommendations of the Garda Síochána Interim Internal Audit report in relation to financial procedures at the Garda College, Templemore; • Submission on the Report of the Commission on the Future of Policing; • 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 2019 financial year.

In accordance with this Statement of Strategy and to reflect additional requests from the Minister, the Authority set its Corporate Priorities for 2018 at the start of the year to guide it in prioritising its work in 2018. The status of the achievement of these priorities is also set out for information at Appendix 1.

3. 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. There were eight members of the Authority throughout 2018 as one member of the Authority who had resigned with effect from 28 July 2017 to take up a position on the Commission on the Future of Policing was not replaced during 2018. Three members whose terms ended in December 2018 were reappointed by the Minister for Justice and Equality in December 2018.

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 up to June 2018 and on a part time basis thereafter and the other members were engaged on the basis of a commitment of 4-6 days a month.

The Authority Members are listed in Table 1 with information about their term of office, Authority meetings attended during 2018 and any fees paid to them and expenses incurred by them for 2018 arising from the performance of their duties.

Table 1: Details of Authority Members					
Authority Member	Expiry of term	Authority Meetings attended	Committee and Representational Meetings ¹	Annual Fee 2018 ² €	2018 Expenses €
Josephine Feehily (Chairperson)	31/12/2019	15	29	51,920	5,190
Noel Brett ³	31/12/2019	13	7	9,493	2,149
Bob Collins	31/12/2019	15	19	14,963	0
Pat Costello	31/12/2018	15	13	14,963	0
Judith Gillespie	31/12/2019	14	17	14,963	2,408
Valerie Judge	31/12/2018	14	14	14,963	0
Maureen Lynott	31/12/2019	13	4	14,963	0
Moling Ryan	31/12/2018	14	14	14,963	0

2. Committees of the Authority

The Authority had a number of Committees in 2018 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,

¹ A total of 29 Committee meetings were held. In addition, Members attended and 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 Mr. Brett resigned from the Authority with effect from 18 January 2019.

guided their work and set out the details of matters which are delegated to the Committee for decision. The Terms of Reference for each Committee and the approved minutes of their meetings in 2018 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 2018. 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, at the end of 2018 there were two external members of the Audit and Risk Committee, two external members of the Policing Strategy and Performance Committee and one external member of the Organisation Development 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. The Code of Ethics Committee was disbanded at the end of 2018 and the Terms of Reference for the Organisation Development Committee expanded to incorporate oversight of the Garda embedding of the Code of Ethics. Details of each committee, together with membership and meetings in 2018 are set out in Table 2.

Table 2: Authority Committees 2018		
Committee	Membership	Meetings in 2018
Audit and Risk	Moling Ryan (Chair) Ronan Nolan (External member) Melanie Pine (External member)	5
Code of Ethics	Pat Costello (Chair) Bob Collins Judith Gillespie	6
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) Pat Costello Valerie Judge Moling Ryan ⁴ Melanie Pine (External member) ⁵	6

⁴ Moling Ryan was a member of the Organisation Development Committee until 11 October 2018.

⁵ Melanie Pine joined the Organisation Development Committee on 13 June 2018

Policing Strategy and Performance	Judith Gillespie (Chair) Noel Brett Maureen Lynott Moling Ryan ⁶ Vicky Conway (External member) Ronan Nolan (External member) ⁷	8
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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.

Membership of the senior management team is shown in Table 3.

Table 3: Senior Management Team 2018	
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 ⁸ Síle Larkin ⁹
Head of Policing Strategy and Performance	Margaret Tumelty

The Chief Executive's salary on 31 December 2018 was €140,379 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 €2,733 in 2018.

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

⁶ Moling Ryan joined the Policing Strategy and Performance Committee on 19 November 2018.

⁷ Ronan Nolan joined the Policing Strategy and Performance Committee on 14 May 2018 as an external member.

⁸ Catherine Pierse held the position of Head of Legal, Policy and Research until 8 June 2018.

⁹ Síle Larkin took up the position of Head of Legal, Policy and research on 1 October 2018.

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 2018, 4 additional meetings were held in 2018 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 2018, the Authority met a total of 15 times, meetings with the Garda Commissioner and/or the senior Garda team on 12 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 2018, 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 eight occasions during 2018.

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,
- The Public Spending Code; and
- Such other legislation, government and public service policies and circulars as are applicable to civil service organisations.

Governance Framework

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

- Code of Conduct for members and staff;
- Standing Orders;
- Scheme of delegations and matters reserved to the Authority;
- Strategy Statement 2016-18; and
- Assurance (Relationship and Support) Agreement with the Department of Justice and Equality.

These documents were revised as appropriate during 2018 to reflect any 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. The Code of Conduct also governs conflicts of interest in the context of selection competitions run by the Authority and other circumstances where conflicts of interest might arise. All members of the Authority complete an annual Ethics return in accordance with the requirements of the Ethics in Public Office Act.

Standing Orders

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

Scheme of Delegations

The Authority has agreed a scheme of delegations 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 self-assessment review of the effectiveness of the Authority was undertaken during 2018 in accordance with the requirements of the Code of Practice for the Governance of State Bodies.

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 2018. 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 comprehensive risk management policy and implemented enhanced risk management systems in 218, including revision of its risk register. 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 Risk Management report is reviewed and specific risks discussed. Risk and measures to mitigate risk are addressed in the context of all significant Authority discussions and decisions. Procedures to manage risk are in place throughout the organisation are a standing agenda item at management, team, staff and project meetings.

System of Internal Controls

Robust and effective internal controls systems and procedures are in place in the Authority to ensure compliance, as appropriate, with the relevant principles, requirements and guidelines of the Public Spending Code and to mitigate against risk. An annual review of the effectiveness of internal control systems has been undertaken by the Internal Audit provider to ensure all aspects of risk management and

internal control for the year have been considered and to provide 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 undertaken in late 2016. An Internal Audit Charter is in place. A three year Internal Audit Work Programme is in place and four internal audits were carried out in 2018 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 2018. 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 2018, 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 in compliance with the General Data Protection Regulation and the Data Protection Act 2018. The Authority was registered as a Data Controller with the Office of the Data Protection Commissioner as was required by law up until 24 May 2018. Preparations were made to ensure compliance with the General Data Protection Regulation which came into effect on 25 May 2018 in

May 2018 and work continues to ensure ongoing compliance with GDPR. These arrangements are managed by the Authority's Data Protection Officer who has received appropriate training and has a direct reporting line to the Chief Executive. The Authority has a Data Protection Policy in place which includes a set of guidelines for staff based on the 8 Data Protection Rules to ensure that the General Data Protection Regulation and the Data Protection Act 2018 are complied with.

Freedom of Information

The Authority provides comprehensive information on its website in relation to its compliance with the Freedom of Information legislation. This includes a publication scheme that provides information about the functions of the Authority and what material it makes publically available. 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 2018, 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. In 2018, the Policing Authority provided training for all staff in relation to the public sector duty under Section 42 of the 2014.

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.

4. 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.

2018 Expenditure¹⁰

Actual expenditure from the Policing Authority Vote for 2018 amounted to €2.44 million. This included staff payroll of €1.77 million, representing 73% 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 2019.

The summary financial report to 31st December 2018 in Appendix 3 provides an analysis of the Vote position and related information for 2017. This report is subject to audit by the Comptroller and Audit General during 2019.

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:

- €8,000 under Vote 9 – Office of the Revenue Commissioners;
- €379,000 under Vote 13 - Office of Public Works in respect of rent and associated services for the Authority's offices;
- €2,000 under Vote 18 – National Shared Services in respect of HR and Payroll Shared Services; and
- €47,000 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 2018 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 €1.77 million. The staff complement of the Authority was increased from 31 in January 2017 to a total of 32 at 31 December 2018.

¹⁰ All financial data is subject to audit by the C&AG.

The number of employees whose total employee benefits (including Employers PRSI but excluding employer pension costs) paid in 2018 fell within each of the following pay bands is shown in the following table:

Pay Band	No. of Employees
€60,000 - €70,000	2
€70,000 - €80,000	3
€80,000 - €90,000	2
€90,000 - €100,000	3
€100,000 - €110,000	-
€120,000 - €130,000	-
€130,000 - €140,000	-
€140,000 - €150,000	1

The aggregate compensation for the senior management team of the Authority in 2018, comprising salaries and Employer's PRSI, was €415,793. In addition, total expenses of €4,529 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 2018 was €275.

Consultancy Expenditure

A total of €12,230 of expenditure in 2018 related to external consultancy/adviser fees, categorised as follows:

- Legal €8,171
- Advisory €4,059

Taxation

The Authority has complied with its obligations under tax law in 2018.

Prompt Payment of Accounts Act 1997

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

In 2018 a total of 19 invoices incurred late payment penalties. The value of all invoices that were paid late amounted to €14,661.16. The total penalties paid during 2018 resulting from late payments amounted to €881.85 made up of €61.85 in interest) and €820 compensation.



Priority	Performance Indicators	Lead Division	Actions	Position at Year End	Update on Progress
1) Develop and agree the Authority's next three year strategy	<ul style="list-style-type: none"> Authority's Statement of Strategy for 2019 - 2021 submitted to the Minister by 31 December 2018 	Governance, Corporate Services & Appointments	<ul style="list-style-type: none"> Development, drafting and production of the Authority's 2019-21 Statement of Strategy Launch of the Strategy 	Achieved	The draft Strategy was considered by the Authority at its meeting on 13 December. A decision made to pause its finalisation until after the government decision on the implementation of the recommendations of the Commission on the Future of Policing in light of impact on Authority desired outcomes and activities. The final Strategy was approved on 15 January and submitted to the Minister on 16 January 2019. It will be launched after it is laid before the Houses of the Oireachtas.
2) 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"> Complete the development of a new website for the Authority and launch in Q3 2018 	Governance, Corporate Services & Appointments	<ul style="list-style-type: none"> Website Specification, Design, Development, Implementation and Go Live 	In progress - project carried forward to 2019 for completion	The website was being tested at year end 2018 and is expected to go live in February 2019 after finalisation of testing and bringing content up to date. The website went live on 6 March 2019.
	<ul style="list-style-type: none"> Authority in compliance with the Code of Practice for the Governance of State Bodies 	Governance, Corporate Services & Appointments	<ul style="list-style-type: none"> Ongoing review of compliance with the Code of Practice 	Achieved	Compliance with the Code is monitored through Internal Audit review and update as required of documentation and procedures
	<ul style="list-style-type: none"> Authority's Annual Report submitted to the Minister by 31 March 2018 	Governance, Corporate Services & Appointments	<ul style="list-style-type: none"> Preparation of the Authority's Annual Report 2017 Launch of Authority's Annual Report 2017 	Achieved	The 2017 Annual Report was finalised in Q1 and submitted to the Minister on 29 March. The report has been laid before the Houses of the Oireachtas and published on the Authority's website.
	<ul style="list-style-type: none"> Continue to progress improvements in systems for managing documents and correspondence in line with roll out of new IT functionality by DJE. 	Governance, Corporate Services & Appointments	<ul style="list-style-type: none"> Development and implementation of a new Document Management System Development of document management policy 	In progress - project carried forward to 2019 for completion	A system was piloted in the Appointments Unit as an interim solution while a cross civil service document management solution is being put in place. A number of key outstanding issues remain to be resolved by Justice ICT in advance of a decision to roll out across the Authority.
	<ul style="list-style-type: none"> Complete transition to HR and Payroll Shared Services during 2018 and engage fully with project to move to the new financial management shared services in 2019. 	Governance, Corporate Services & Appointments	<ul style="list-style-type: none"> Project manage and implement transition of HR, payroll and expenses processing to shared services Project manage and make preparations for implementation of FMSS shared services 	Achieved	The transition to HR and Payroll Shared Services was completed in March 2018. The preparations for the transition to a new Financial Management Shared Services is an ongoing project throughout 2018 with an expected 2020 implementation date.
	<ul style="list-style-type: none"> Positive internal and external audit reports and implementation of agreed audit recommendations 	Governance, Corporate Services & Appointments	<ul style="list-style-type: none"> Ensure compliance with an adequate system of internal controls Co-operation with internal and external auditors 	Achieved	Review of internal controls carried out in January with no significant adverse findings. Internal controls under ongoing review. Reviews of procurement and purchase to pay and complaints process have been completed. Review of risk management is complete and the final report is awaited. A review of data protection has been completed and a draft report is awaited. The C&AG audit of the Appropriation Account has been completed and a clear audit report received.
	<ul style="list-style-type: none"> Risk management process further embedded and operating effectively 	Governance, Corporate Services & Appointments	<ul style="list-style-type: none"> Ongoing review of risk management processes and maintenance of up to date risk register 	Achieved	A comprehensive risk management policy has been developed, approved by the Audit and Risk Committee (ARC) and the Authority. A revised Risk Register was prepared in July and approved by the ARC and the Authority in September. Risk continues to be on the agenda for all staff, management and Authority meetings and the risk register is updated in line with these discussions as appropriate.

Priority	Performance Indicators	Lead Division	Actions	Position at Year End	Update on Progress	
	<ul style="list-style-type: none"> Completion by 30 April 2018 of procurement process in cooperation with the OGP to source and put arrangements in place with a preferred service provider to undertake examination or review work for the Authority 	Governance, Corporate Services & Appointments	<ul style="list-style-type: none"> Hold procurement process to engage a preferred supplier in association with OGP to undertake review work as required 	In progress - carried forward to 2019 for completion	The specification for this procurement has been prepared and sanction has been sought.	
	<ul style="list-style-type: none"> Compliance with obligations under the General Data Protection Regulations by 25 May 2018 	Governance, Corporate Services & Appointments	<ul style="list-style-type: none"> Prepare plan for and implement actions to ensure GDPR compliance 	Achieved	The GDPR implementation plan was substantially implemented by the deadline of 25 May. Work is continuing to operationalise processes on an ongoing basis.	
3)	Enhance external communication	<ul style="list-style-type: none"> 2018 Communications Action Plan to set out how the Authority will communicate with, provide information, promote awareness of policing and listen to stakeholders approved by the Authority at its February 2018 meeting 	Policing Strategy and Performance	<ul style="list-style-type: none"> Development and approval of the 2018 Communications Action Plan 	Achieved	The Communications Action plan was approved by the Authority in February.
		<ul style="list-style-type: none"> Implementation of the 2018 Communications Action Plan 	Policing Strategy and Performance	<ul style="list-style-type: none"> Implementation of the 2018 Communications Action Plan Respond to press queries 	Achieved	The Communications Action Plan is being implemented and press queries are dealt with on an ongoing basis.
		<ul style="list-style-type: none"> Hold five meetings with the Garda Commissioner in public 	Governance, Corporate Services & Appointments	<ul style="list-style-type: none"> Manage the Communications for the Authority meetings in public Manage the facilities and logistics for the meetings of the Authority in public Provide papers and questions for the Children / Youth Diversion themed meeting of the Authority Provide papers and questions for the Diversity themed meeting of the Authority Provide papers and questions for the Suspects / Detention themed meeting of the Authority 	Achieved	A total of 5 meetings have been held with the Commissioner in public and live streamed in February, April June, September and November. In addition a public event to discuss the Garda Síochána Culture Audit was held and live streamed in May 2018.
		<ul style="list-style-type: none"> Build and enhance the relationship between the Authority and the Irish Human Rights and Equality Commission 	Governance, Corporate Services & Appointments	<ul style="list-style-type: none"> Establish periodic liaison meetings with IHREC 	Achieved	Meeting held with IHREC and presentation to staff on public sector duty arranged.
4)	System for Appointments in the Garda Síochána	<ul style="list-style-type: none"> Nomination of a person to the Government for appointment as Garda Commissioner 	Governance, Corporate Services & Appointments	<ul style="list-style-type: none"> Make preparations for and liaise with PAS and DJE in relation to competitions for Garda Commissioner and Deputy Garda Commissioner 	Achieved	The Government has appointed the new Garda Commissioner on foot of the Authority's nomination. The Authority was not requested to nominate a candidate for Deputy Commissioner in 2018.
		<ul style="list-style-type: none"> Undertake selection competitions for Assistant Commissioner (if required), Chief Superintendent and Superintendent 	Governance, Corporate Services & Appointments	<ul style="list-style-type: none"> Make preparations for and undertake Chief Superintendent Competition Make preparations for and undertake Superintendent Competition Preparation for (and undertake if required) Assistant Commissioner competition Complete review of competition and appointment processes and update as required 	Achieved	A Superintendent competition was completed and a panel of 30 candidates established in July 2018. A Chief Superintendent competition was completed and a panel of 13 candidates established in November 2018. There was no requirement for an Assistant Commissioner competition in 2018, however preparations for the procurement of assessment services have commenced in advance of a 2019 competition if required. Review of 2017 competitions completed.

Priority	Performance Indicators	Lead Division	Actions	Position at Year End	Update on Progress	
	<ul style="list-style-type: none"> Respond promptly to requests to the Authority for increases in the numbers and grades of civilian staff in the Garda Síochána 	Governance, Corporate Services & Appointments	<ul style="list-style-type: none"> Administer and assess business cases for approval of Garda civilian staff and recommend for approval as appropriate 	Achieved	GS paused work on business cases while they were conducting a prioritisation exercise and only a small number of requests were received in late 2018. All business cases received by the Authority have been progressed to the extent possible and queries raised and followed up. There are a number of cases pending where responses to outstanding queries are awaited from the GS.	
	<ul style="list-style-type: none"> Work with the Garda Síochána to streamline requests for new civilian staff and measure turnaround time for fully completed business cases to establish a clear target for baseline performance targets 	Governance, Corporate Services & Appointments	<ul style="list-style-type: none"> Establish and monitor metrics around turnaround time for business cases Devise and implement performance improvement measures to ensure that business cases from the GS are complete and facilitate efficient recommendation for approval 	Achieved	A new business case template to streamline the process was agreed, however, actions to resolve difficulties and streamline the process have been hampered by delays in Garda processes and it was therefore not possible to establish meaningful metrics. The GS has received a large number of business cases from individual units and is now prioritising cases for submission for Authority approval.	
5)	Support to the Commission on the Future of Policing	<ul style="list-style-type: none"> Submission to Commission on the Future of Policing by 31 January 2018 Response to requests for information or comment on draft report(s) from the Commission in an appropriately timely manner 	<ul style="list-style-type: none"> Chief Executive Chief Executive 	<ul style="list-style-type: none"> Preparation of the Submission for Authority approval Liaise with the Commission on an ongoing basis 	<ul style="list-style-type: none"> Achieved Achieved 	<ul style="list-style-type: none"> Submission completed, provided to Commission and published. There was ongoing liaison between the Chief Executive and the Commission Secretariat for the year up to the completion of the Commission's work and publication of their report in September 2018. A submission to the Department of Justice and Equality on the report was made in October 2018.
6)	Develop the Authority's Research capacity	<ul style="list-style-type: none"> 2018 Research Strategy and Plan developed by 31 January 2018, to support Authority members through themed meetings and for ongoing oversight work Implementation of approved 2018 Research Action Plan Development of a bursary scheme for external research projects by 30 June 2018 	<ul style="list-style-type: none"> Legal, Policy and Research Legal, Policy and Research Legal, Policy and Research 	<ul style="list-style-type: none"> Development and approval of 2018 Research Action Plan Build research capacity Establish dedicated library space (end February) Identify opportunity for outsourcing (end April) and manage delivery (end 2018) Deliver research outputs Information regarding court outcomes as proxy indicators (end September) Develop Bursary Scheme - Policy and Guidelines 	<ul style="list-style-type: none"> Achieved In progress - project carried forward to 2019 for completion Achieved 	<ul style="list-style-type: none"> Strategy and plan were approved by the Authority. Research capacity was further expanded during the year and a dedicated library service put in place. A number of research initiatives were planned and commenced in 2018 which will be undertaken in 2019. Sanction for bursary received, and policy and guidelines developed. The scheme to be advertised and implemented in 2019.
7)	Monitoring and assessment of Garda Síochána policing	<ul style="list-style-type: none"> Monthly evaluation of the 2018 Policing Plan by the Executive Production of a half year report and annual report on GS performance against the policing plan Determination of the format for the Garda Commissioner's annual report by 28 February 2018 	<ul style="list-style-type: none"> Policing Strategy and Performance Policing Strategy and Performance Policing Strategy and Performance 	<ul style="list-style-type: none"> Monthly and quarterly analysis and reporting of GS data Project plan for Policing Plan reports Production of Policing Plan reports Revised format for the Garda Síochána Annual Report 	<ul style="list-style-type: none"> Achieved Achieved Achieved 	<ul style="list-style-type: none"> Information is being received each month from the Garda Síochána and analysed. Mid-year report was published in August 2018. A second report covering the period July to December 2018 will be published in early 2019. The Authority conveyed its requirements for the format of the report and conveyed its disappointment to the Minister that not all of these requirements were met in the final report submitted.

Priority	Performance Indicators	Lead Division	Actions	Position at Year End	Update on Progress
	<ul style="list-style-type: none"> Policing Priorities for 2019 submitted to the Minister by end September following a public consultation process 	Policing Strategy and Performance	<ul style="list-style-type: none"> Public Consultation Submission of priorities 	In progress - carried forward to 2019 for completion	Draft priorities were prepared and JPC and public consultations were undertaken. The Authority considered the draft priorities in September, however formal consultation with the Commissioner and the Department was delayed to allow the new Commissioner time to undertake a strategic planning process. The 2019 Policing Priorities were finalised and submitted to the Minister for approval on 6 March 2019.
	<ul style="list-style-type: none"> 2019 Annual Garda Síochána Policing Plan approved 	Policing Strategy and Performance	<ul style="list-style-type: none"> Policing Plan workshop 	In progress - carried forward to 2019 for completion	It is proposed to extend the deadline for the Policing Plan in line with an extension of the 2018 Policing Plan to end March 2109.
	<ul style="list-style-type: none"> 2019-21 Strategy Statement of the Garda Síochána approved 	Policing Strategy and Performance	<ul style="list-style-type: none"> Approval of the Garda Síochána 2019-21 Strategy Statement 	In progress - carried forward to 2019 for completion	Agreed with the Department to extend the current Garda Síochána Strategy Statement to end March 2019.
	<ul style="list-style-type: none"> Enhance the performance framework through the expansion of the range of proxy measures of policing performance available to and used by the Authority, including relevant international policing benchmarks 	Legal, Policy and Research	<ul style="list-style-type: none"> Ongoing review and implementation of the performance framework 	In progress - carried forward to 2019 for completion	A project team is in place to develop an enhanced performance framework and work will continue in 2019.
	<ul style="list-style-type: none"> Assess Garda Síochána progress to embed the Code of Ethics throughout the organisation 	Legal, Policy and Research	<ul style="list-style-type: none"> Assess Garda Síochána process to embed the Code of Ethics throughout the organisation 	Achieved	Progress in embedding the Code of Ethics was monitored throughout 2018 by the Code of Ethics Committee and this work will continue under the auspices of the Organisational Development Committee in 2019.
	<ul style="list-style-type: none"> Review of Professional Standards reports and reports received from the Garda Audit Committee to identify risk indicators and themes for Authority oversight 	Legal, Policy and Research	<ul style="list-style-type: none"> Ongoing review of PSU and Internal Audit Reports 	Achieved	A review of the reports received was undertaken.
	<ul style="list-style-type: none"> Attendance at 6 regional PAF meetings and 10 divisional PAF meetings 	Policing Strategy and Performance	<ul style="list-style-type: none"> Development of a visit plan for staff and Authority members 	Achieved	To date six Regional, six Divisional and two District PAF meetings have been attended.
8)	Monitoring the Modernisation and Reform of the Garda Síochána				
	<ul style="list-style-type: none"> Monthly evaluation of the implementation by the Garda Síochána of its Modernisation and Renewal Programme (MRP) and timely submission of three progress reports to the Minister on the matter 	Policing Strategy and Performance	<ul style="list-style-type: none"> Monthly analysis and reporting on MRP programme Project plan for CPI reports 3 Quarterly reports to Minister on CPI 	Achieved	Two reports were completed and submitted to the Minister during 2018 and a final report prepared for approval and submission in January 2019.
	<ul style="list-style-type: none"> Assessment of the implementation by the Garda Síochána of the Inspectorate's 2014 report on Crime Investigation with provision of an update to the Authority by 30 June 2018 	Policing Strategy and Performance	<ul style="list-style-type: none"> Implementation of the Crime Investigation Report 	In progress - project carried forward to 2019	A meeting between GS, GI and PA staff was held in September 2018. A further meeting to be arranged to review the Garda progress map line-by-line.
	<ul style="list-style-type: none"> Ongoing evaluation of progress and reporting by the Garda Síochána on work force planning, recruitment, assignment of civilians and appropriate redeployment of Garda Members to front-line policing 	Governance, Corporate Services & Appointments	<ul style="list-style-type: none"> Oversee workforce planning and implementation of civilianisation, reassignment of Gardaí and recruitment of civilians through regular multi-agency meetings 	Achieved	The GS submitted an updated interim version of the Workforce Plan in June 2018 but this continues to be a work in progress. A target of 250 redeployments to frontline policing has been achieved by the GS. While the GS did not achieve the objective of completing their workforce plan, the Authority oversaw their work in this regard throughout the year including by convening meetings of the multi-agency group to oversee preparation of the GS workforce plan, civilian recruitment and reassignment of Garda to the front line.

Priority	Performance Indicators	Lead Division	Actions	Position at Year End	Update on Progress
	<ul style="list-style-type: none"> Oversee the GS review of policies and procedures in place in the Garda Síochána to deal with protected disclosures 	Legal, Policy and Research	<ul style="list-style-type: none"> Oversight of the protected disclosures review 	Not achieved due to factors outside PA control - carried forward to 2019	The GS was awaiting the Charleton Tribunal report before finalising its report of the review of Garda protected disclosures. The PA wrote by email on 15 October 2018 to Garda Executive Director-Legal seeking confirmation of a date for submission to the PA of the final report and will continue to monitor this in 2019.
	<ul style="list-style-type: none"> Oversee the actions taken by the Garda Síochána as a result of the 2017 Culture Audit Survey 	Policing Strategy and Performance	<ul style="list-style-type: none"> Oversight of the response to the Culture Audit 	Achieved	Live streamed event held in May 2018 to discuss Culture Audit report with key stakeholders and culture discussed with the Commissioner in November.
	<ul style="list-style-type: none"> Continue to meet with the Garda Inspectorate, to ensure the review of the disbursement of Garda Síochána resources, is consistent with agreed terms of reference and the Authority is kept apprised of progress. 	Policing Strategy and Performance	<ul style="list-style-type: none"> Liaison with the Garda Inspectorate in relation to progress on the review 	Achieved	The final report was received from the Garda Inspectorate in December 2018 and submitted to the Minister. The report was published on 21 December 2018.
9) Responses to any Ministerial requests and 3rd party reports, as they arise	<ul style="list-style-type: none"> Quarterly evaluation of progress by the Garda Síochána on implementation of the recommendations arising from the work done in 2017 on MIT / FCN by Crowe Horwath 	Policing Strategy and Performance	<ul style="list-style-type: none"> Development and implementation of an evaluation mechanism for the response to the MIT/FCN report 	Not achieved due to factors outside PA control - carried forward to 2019	The revised action plan and timelines were received from the GS later in the year than had been expected. Monitoring of progress will continue in 2019.
	<ul style="list-style-type: none"> Conclude the Authority's evaluation of progress by the Garda Síochána on implementation of the recommendations arising from the GS Internal Audit reports on financial procedures in the Garda College 	Legal, Policy and Research	<ul style="list-style-type: none"> Implementation of Templemore Internal Audit recommendations 	Achieved	Final report to the Minister in July 2018. Ongoing monitoring of some follow-up items, including the progress on close-out of the transfer of lands, which is being led by OPW, to continue as part of ongoing oversight.
	<ul style="list-style-type: none"> Conclude the Authority's evaluation of progress by the Garda Síochána on the implementation of recommendations arising from the Fennelly Commission 	Legal, Policy and Research	<ul style="list-style-type: none"> Implementation of Fennelly Commission recommendations 	Achieved	Final report to the Minister in July 2018. Further ongoing monitoring of two follow-up items undertaken.
10) Gaining a deeper understanding of Garda Síochána training and education	<ul style="list-style-type: none"> Continue to present monthly to Phase 3 trainees on the Garda Foundation Training Programme 	Policing Strategy and Performance	<ul style="list-style-type: none"> Make arrangements for presentations to Phase 3 Garda recruits and coordinate the training schedule 	Achieved	Presentation provided to all groups in year.
	<ul style="list-style-type: none"> Explore with the Garda College presenting to GS promotional training courses / CPD 	Policing Strategy and Performance	<ul style="list-style-type: none"> Explore with the Garda College presenting to GS promotional training courses / CPD 	Achieved	Arrangements made for Authority to make a presentation to Sergeant promotion course at Westmondstown and this was completed.
	<ul style="list-style-type: none"> Assessment of the status of coverage of garda driving training by 30 September 2018 	Legal, Policy and Research	<ul style="list-style-type: none"> Assessment of garda driving training 	Achieved	Information paper and discussion concerning garda driver training at the Authority September 2018 meeting.
	<ul style="list-style-type: none"> Examine the Garda Síochána approach to continuing professional development of Garda members and civilian staff. 	Legal, Policy and Research	<ul style="list-style-type: none"> Examination of Garda / Civilian CPD 	Achieved	This was addressed in the context of the PA submission to the CFP January 2018 and the PA 5th report on the CPI in July 2018.
11) Gaining a deeper understanding of Garda Síochána Corporate Governance arrangements	<ul style="list-style-type: none"> Follow up matters arising from the Corporate Governance review ongoing at the end of 2017 	Chief Executive	<ul style="list-style-type: none"> Corporate Governance review follow up 	Achieved	The output from this review - a discussion document - has been received and has been shared with the Garda Commissioner and other key stakeholders (DJE, CFP, GSOC, GI).
	<ul style="list-style-type: none"> Examination by 30 September of the Garda Síochána process for internal discipline. 	Legal, Policy and Research	<ul style="list-style-type: none"> Examination of the Garda discipline process 	Achieved	The action to undertake an examination of disciplinary processes was deferred earlier in the year in light of work being done by the CFP. An information paper was prepared for Authority for the October meeting.

Priority	Performance Indicators	Lead Division	Actions	Position at Year End	Update on Progress
12) Increased JPC Engagement	• Annual meeting of Chairpersons of JPCs held	Policing Strategy and Performance	• Plan and manage the annual meeting of JPC Chairpersons	Achieved	Annual meeting of JPC Chairs held in July 2018.
	• Attendance by Authority personnel at a minimum of 20 JPC meetings, regionally spread	Policing Strategy and Performance	• Co-ordinate and manage JPC visits Prepare visit guidelines and templates for Authority staff	Achieved	20 JPC meetings have been attended during the year.
	• Consideration of the role of JPCs and the status of the JPC guidelines and provide an update to the Authority at its February 2018 meeting	Policing Strategy and Performance	• Review and Report on JPC Role and Guidelines	Not achieved due to factors outside PA control - carried forward to 2019	Due to the work being undertaken by the CFP on this topic a decision on the guidelines has been deferred to 2019.
13) Gaining a deeper understanding of Garda Síochána resourcing, the manner in which resources are expended and the link with performance	• Participation in Reform and Resources Group on a quarterly basis	Governance, Corporate Services & Appointments	• Participation in Quarterly meetings of multi-agency Reform & Resources Group Review and report on oversight arrangements for Garda Síochána resources	Achieved	A new Working Group on Garda Resources was established and meets monthly. Group comprised of GS, Authority, DJE, DPER and Department of the Taoiseach.
	• Analysis of the Garda Síochána Vote for January 2018 Authority meeting, following which a number of specific reviews will be identified to undertake during 2018	Governance, Corporate Services & Appointments	• Briefing paper on the Garda Vote • Quantification of Garda Resources- Proposal for areas for review • Review and Report on Garda Síochána Financial Governance • Review and Report on Garda Síochána Overtime	Achieved	The following review areas agreed by Authority were not undertaken due to work being undertaken by other bodies: - Overtime - DPER and C&AG reviews; - Financial governance - GS has issued a tender for a review.
	• Provision of advice to the Minister on the adequacy of Garda Síochána Resources by 31 July 2018	Governance, Corporate Services & Appointments	• Provide advice to the Minister on adequacy of Garda Síochána resources in advance of 2019 Estimates process	Achieved	Advice was provided in July 2018.
	• Analysis of the 2019 Estimates for the Garda Síochána for Authority information by December 2018	Governance, Corporate Services & Appointments	• Briefing paper on the 2019 Estimates for the Garda Síochána	In progress - carried forward to 2019 for completion	A paper is being prepared to provide a review of 2018 expenditure in conjunction with the details of the 2019 Estimates for the Garda Síochána.

List of Abbreviations used in Appendix 1

AC - Assistant Commissioner
C&AG - Comptroller and Auditor General
CFP - Commission on the Future of Policing
CoP Code Of Practice
CPD Continuing Professional Development
CPI - Changing Policing in Ireland
ARC - Audit and Risk Committee
CSO - Central Statistics Office
DJE - Department of Justice and Equality
DMS - Document Management System
DPER - Department of Public Expenditure and Reform
DPP - Director of Public Prosecutions

ENAR - European Network Against Racism
FCN - Fixed Charge Notice
FMSS - Financial Management Shared Services
GDPR - General Data Protection Regulation
GI - Garda Inspectorate
GS - Garda Síochána
GIAS - Garda Internal Audit Service
GSOC - Garda Síochána Ombudsman Commission
GPSU - Garda Síochána Professional Standards Unit
IHREC - Irish Human Rights and Equality Commission
IA - Internal Audit
JPC - Joint Policing Committee

MAT - Mandatory Alcohol Testing
MIT - Mandatory Intoxication Testing
MRP - Modernisation and Review Program
NGOs - Non Governmental Organisations
OGP - Office of Government Procurement
PA - Policing Authority
PAS - Public Appointments Service
PMDS - Performance Management Development System
RSA - Road Safety Authority
RFT - Request For Tender
SMT - Senior Management Team

Appendix 2 – Review of 2018

The Policing Authority brings value to Garda oversight by consistently holding the Garda Commissioner and the Garda Síochána to account in a transparent manner. In 2018 this was achieved through robust engagement at both Authority and Committee level, objective appointment processes, impartial analysis of Garda reviews and policy, independent evidencing of policing performance and the promotion of continuous improvement of policing in Ireland. Key themes underlying this work included data quality, supervision and delivery of results.

Meetings

In 2018 Authority and Committee meetings provided an important environment for challenging the Commissioner and senior Garda management to improve policing and enhance the Garda Síochána organisation in 2018. Over the course of the year a number of significant issues were addressed at both Committee and Authority level. This work will continue in 2019.

- 44** **Formal Meetings with the Garda Síochána**
- 15** **Authority Meetings**
- 5** **Authority Meetings in Public**
- 29** **Committee Meetings**

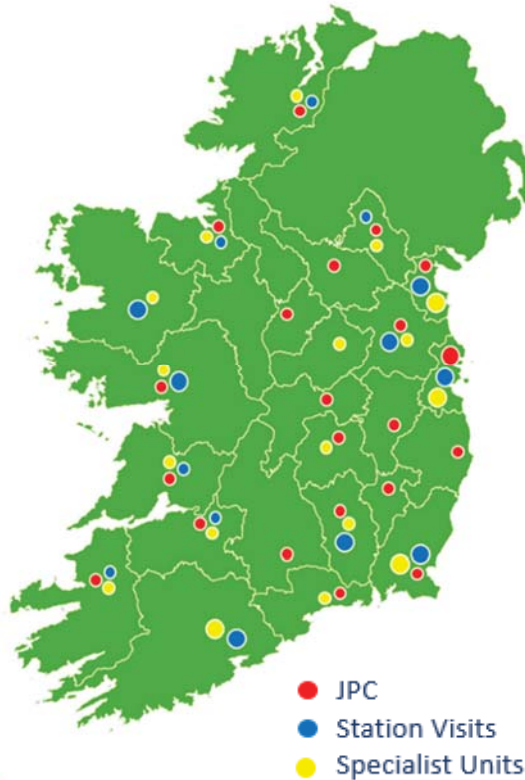


Significant Issues addressed

Homicide review	Ensured that the homicide review process was transparent by keeping it on the agenda throughout the year in meetings in private and public. Supported accountability by attending meetings of the review group to verify that the views of all group members were reflected in private and public reporting to the Authority.
Organisational and Capacity Development	Conducted a programme of evidencing and engagement throughout the year to underpin the reports to the Minister on Garda Reform. Led multi-agency meetings throughout the year to ensure that consistent focus was applied to improve the Garda Síochána Workforce Plan and associated processes to support adequate HR resources.
Diversity, Inclusion & Garda engagement with Children	Conducted several meetings in public and private that were informed by engagement with stakeholders, internal research and analysis of reports and visits to specialist units, particularly Protective and Victims Services.
Code of Ethics	Continued to engage with the Garda Commissioner concerning the roll-out of Code of Ethics training, the numbers signing the declaration for the Code of Ethics and consistently placing ethics at the centre of organisation’s policies and policing practices.
Youth Diversion Programme	Sought clarification concerning the extent of youth referrals under the ongoing Garda review, the outcome of the review, as well as the steps that have been taken by the Organisation to ensure that the identified problems do not re-occur.

Engagement

The Authority expanded its engagement and interaction with key stakeholders in 2018. The breadth of the Authority's interaction with Garda specialist units, Gardaí and Joint Policing Committees (JPC) is highlighted on the map. This engagement provided us with a broader range of perspectives and experiences of policing which assisted with evidencing and further informed our oversight work.



Appointments

- Nominated a candidate to Government for the position of Garda Commissioner for the first time;
- Undertook selection competitions for the ranks of Chief Superintendent and Superintendent;
- Approved 126 Garda staff positions; and
- Made 42 appointments to senior Garda member and staff positions.

Rank / Grade	No. Appointed
Assistant Commissioner	1
Executive Director	1
Chief Superintendent	7
Principal Officer	8
Superintendent	25
TOTAL	42

Policing Performance

The statutory Policing Plan is at the core of the Authority's oversight of Garda performance. The Authority's oversight work in assessing performance against the plan is intrusive, persistent and carried out transparently and frequently in public. It measures the impact of the Garda Síochána's performance with a focus on outcomes and the community's confidence in the Gardaí.

The Authority further developed its capacity to evidence performance in 2018 as reflected in the range and number of engagements with specialist units, site and station visits carried out and the increased engagement with stakeholders. The Authority produced a half year report in 2018, setting out its observations and assessment of policing performance designed to contribute to the transparency of its oversight work.

Reports

The Policing Authority published 10 reports that presented the oversight work of the Authority as follows:

- 3 Assessments of the progress of Garda Reform;
- Mid-year assessment of progress made against the Policing Plan;
- Report to the Minister on the Fennelly Commission Report;
- Report to the Minister on the effectiveness of the Authority;
- 2 reports to the Minister on the Garda Síochána Interim Internal Audit reports in relation to the Garda Training College;
- Submission to the Commission on the Future of Policing; and

Organisation Information

Number of Employees 2018

Estimated 2018 Spend



33

€2.4m

Appendix 3 – Competition Statistics for senior Garda Appointments 2018

Selection Competition: Chief Superintendent 2018					
By rank	No. of Applicants	By gender	No. of Applicants	By Employing Organisation	No. of Applicants
Superintendent	69	Male	68	Garda Síochána	73
Other ranks	6	Female	7	PSNI	2
Total	75	Total	75	Total	75

Selection Competition: Superintendent 2018					
By rank	No. of Applicants	By gender	No. of Applicants	By Employing Organisation	No. of Applicants
Inspector	59	Male	50	Garda Síochána	57
		Female	9	PSNI	2
Total	59	Total	59	Total	59

2018 Panels established and Appointments			
Rank	No. of candidates on panel	No. of candidates appointed (at 31/12/18)	Date of Expiry of Panel
Chief Superintendent	12	0	19/11/19
Superintendent	30	12	25/07/19

Appendix 4 - Summary Financial Report 2018

A summary of expenditure in 2018¹¹ on the Authority's Vote is presented in the table below.

Financial Summary for Policing Authority Vote 2018		
Subhead	Estimate Provision	Expenditure
	€000	€000
A.1. (i) Salaries, Wages and Allowances		
Salaries, etc.	2,147	1,772
Overtime	0	0
Total A.1. (i)	2,147	1,772
A.2. (ii) Travel and Subsistence		
1. Travel and Subsistence	50	34
2. Air Travel Emissions Offsetting Payment	0	0
Total A.2. (ii)	50	34
A.2. (iii) Training and Development and Incidental Expense		
1. Staff Training & Development	85	59
2. Public Relations and Advertising	65	0
3. Public Meetings	40	25
4. Publications, Reports, Periodicals etc.	20	16
5. Entertainment	10	15
6. Miscellaneous	310	156
7. Members Fees and Expenses	215	173
Total A.2. (iii)	745	444
A.2. (iv) Postal and Telecommunications Services	10	1
Postal Services	40	11
Telecommunications	50	12
Total A.2. (iv)		
A.2. (v) Office Equipment and External IT Services		
1. Computer, etc. (Current)	105	108
2. Office Machinery & Stationary	20	8
Total A.2. (v)	125	116
A.2. (vi) Office Premises Expenses		
1. Maintenance	19	34
2. Heat, Light & Fuel	36	23
3. Furniture & Fittings	75	1
Total A.2. (vi)	130	58
A.2. (vii) Consultancy Services and Value for Money and Policy Reviews	100	4
Total Expenditure	3,347	2,440
less		
B. Appropriations-in-Aid.		
Pension Levy	61	66
Total A-in-A	61	66
Net Expenditure	3,286	2,374

¹¹ Subject to audit by the Comptroller and Auditor General

Appendix 5 – Organisation Structure



Appendix 6 – 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 2018 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 third year of operation. In this context, I note that a large proportion of the Authority’s expenditure in 2018 was pay related costs which were administered by the Payroll Shared Service Centre in the National Shared Services Office (NSSO) and are consequently subject to the internal control systems, including internal audit, in place in that organisation. Other HR, ICT and financial transaction processing services are undertaken on the Authority’s behalf by NSSO and the Department of Justice and Equality.

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 2018, the Authority made significant developments to its risk management system to identify business risks and to evaluate their implications. A comprehensive Risk Management Policy and Risk Appetite Statement was put in place, a Chief Risk Officer appointed and the format and content of the Authority’s Risk Register was reviewed and updated. The operation of the Risk Management system is overseen by the Audit and Risk Committee. Risk is a standing agenda item at monthly Authority meetings where the Risk Management report is reviewed, high risks and mitigation actions are monitored and risk is addressed in the context of all significant Authority decisions.

The procedures for monitoring the effectiveness of internal controls include:

Audit and Risk Committee.

The Audit and Risk Committee met on 5 occasions in 2018. The Annual Report of the Committee was presented to the Authority in March 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. Further operational systems for the management of information by the Authority are in place or being developed in line with business activities and requirements.

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

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

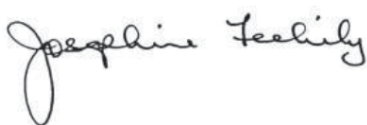
Internal Audit

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 was put in place with Crowleys DFK in January 2017 for a period of three years under an Internal Audit Charter. Four internal audits carried out in 2018 in addition to a review of effectiveness and control in January 2019.

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

- The Internal Audit risk based audit planning and work undertaken in 2018, and associated internal audit reports, in particular the annual review of internal controls undertaken in January 2019;
- Management reports and reviews, including on the progress in implementing audit recommendations, corporate priorities and Authority actions;
- The Authority's Risk Register;
- The work undertaken by the Audit and Risk Committee;
- The report of the C&AG on their audit of the Appropriation Account; and
- Assurances from external organisations to which functions have been outsourced, including:
 - From the Secretary General, Department of Justice and Equality in relation to Financial Shared Services;
 - Department of Justice and Equality Internal Audit report on Financial Shared Services;
 - From the Department of Justice and Equality in relation to ICT; and
 - From the NSSO in relation to the provision of HR and Payroll Shared Services.

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



Josephine Feehily
Chairperson
28 March 2019

Appendix 7 – 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 2018, with 32 members of staff in place at 31 December 2018.

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 2018

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 “Step Up!” campaign to encourage staff to use the stairs in place of the lift where possible.

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