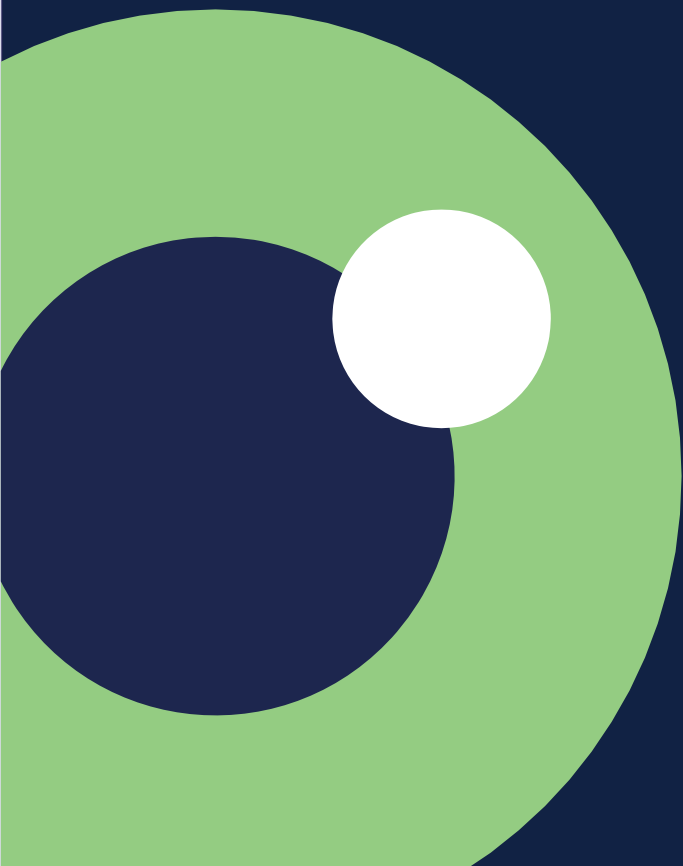




AN TÚDARÁS PÓILÍNEACHTA  
POLICING AUTHORITY

# Annual Report 2019



**Annual Report of the Policing Authority 2019**  
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

Nothing escapes its context. So it is with this Annual Report. These words are being written as the country contends with the Covid-19 crisis. And, together with other essential public services, the Garda Síochána is playing a crucial role in this work. In these days, women and men of our policing service are revealing once again the depth of the relationship that exists between the people and the Garda Síochána. That relationship reflects the importance of the community identity of policing in Ireland and is a central dimension in ensuring and sustaining the quality of the service provided to the people.

Over the last four or five years, significant investment of people and resources have been made in the Garda Síochána, in Garda members, Garda staff and Garda Reserves. The fruits of that investment are now evident. Evident, too, are the benefits of the decision taken in 2015 to establish an oversight body, the Policing Authority of Ireland. The existence of independent, robust, public oversight benefits the public and the Garda Síochána alike.

Society confers very significant powers on police and what characterises democratic societies is that those powers are accompanied and matched by real responsibilities and accountability. Additional powers have been given to the Garda Síochána during this emergency period and these powers carry added responsibilities. The Authority will do its public duty by supporting the organisation in its important work while also providing the public forum through which the Garda Commissioner will be able to account to the people for the exercise of those powers.

2019, the fourth full year of the Authority’s existence and, one might say, the last year of its first term was full of significance for the policing service offered to the people. It was the first full year of Commissioner Drew Harris’s term in office and the year in which the Government outlined in greater detail its response to the report of the Commission on the Future of Policing. These decisions will have long lasting influence on the Garda Síochána and on the service it provides. The Authority’s early response to the Government’s decisions will be followed by more detailed and considered submissions as the overall character and shape of the proposed legislative change becomes apparent.

The Authority is convinced that the public interest is best served by the retention of a strong, independent oversight body with the capacity to monitor and hold to account the effectiveness and quality of the policing service and, in so doing, to be a support for and guarantor of its role in Irish society. It is equally convinced that the role of the Authority since 2017 in the making of senior appointments, at Superintendent level and above, is a critically important source of renewed confidence within the Garda Síochána and the public. The new emphasis on Community Safety in the proposed legislation was the subject of a Public Conversation organised by the Authority and added considerably to a better understanding of this subject.

There were many issues of importance that, having begun in 2018, continued to be the focus of much Authority attention during the year. The Homicide Review, which is the subject of a special feature in this Report, merits a reference here both because of the significance of the topic but, also, because of the quality of the response, once it began to be given serious attention by the Garda Síochána. Open, frank and comprehensive, the evaluation and reporting on the serious questions raised, together with the evident

willingness to learn from what was discovered, was very encouraging and, it is to be hoped, represents a new approach within the organisation to self-examination and constant improvement.

Other significant issues dealt with included the failure to deal properly with a range of offences which had not been considered suitable for the Youth Diversion Programme. Victims, their families and young offenders were poorly served in these instances. The final report on how the consequences of these failures have been dealt with by the Garda Síochána is still awaited.

An important part of any reflection or review is that it should be an opportunity for learning and improvement. That is one of the real potential benefits of the approach taken to the Homicide Review. It is not always the case. The policing of a public order incident in North Frederick Street in Dublin showed that lessons that should have been learned from the events at An Cosán some years earlier, which were themselves the subject of detailed review and recommendations, had not been put into practice. That prompted the Authority, for the first time, to exercise the power to request the Garda Inspectorate to report on Public Order Policing. The valuable report that resulted was the subject of comprehensive discussion at a public meeting with the Commissioner and his senior colleagues. The Authority will maintain a close interest in this area.

Other topics that featured in the year's work included detailed consideration of the new Operating Model for the Garda Síochána, following on from the intensive engagement with the development of a Divisional structure for the organisation. The Garda Diversity Strategy in all its areas of application, the role of Garda Reserves and the development of a regular practice of publishing Use of Force statistics were important issues that will be of enduring interest and engagement.

Finally, it is important to express wholehearted appreciation to colleagues on the Authority for the diligence and commitment that have been a feature since its inception and to the Chief Executive and all the staff for their professional and selfless support.

The final word must be one of thanks and appreciation to the former Chairperson, Josephine Feehily, for her pioneering work in the establishment of the Authority, in its transition from legislative concept to living reality and for her combination of leadership, talent and tenacity in so firmly making the practice of policing oversight a settled part of the public life of Ireland. Mothóimid uainn í.



**Bob Collins**

**31 March 2020**

## Chief Executive's Review of the Year

Oversight of the Garda Síochána's performance of policing services to the public is at the heart of the Authority's work. Performance is multi-faceted and encapsulates the achievement of commitments, but also the earning of the trust and confidence of the community. Increasingly during 2019 we saw the value of examining performance becoming a shared endeavor with an increased emphasis within the Garda Síochána on the '*habit of performance*' through their own Performance Accountability Framework and indeed the increased Garda management focus of performance.

In early 2019, we published a new Statement of Strategy 2019-2021, which sets out how the Authority will continue to exercise its core statutory function of overseeing policing performance. From this, we identified a set of corporate priorities for 2019 and we worked throughout the year to achieve these. Some of our main achievements during the year are noted below and the full status of achievements against our 2019 Corporate Priorities are included at Appendix 1.

While monitoring the achievement of the 2019 Policing Plan was central to our work, we also oversaw a number of key areas such as Youth Diversion, the Homicide Review, the new Garda Operating Model and the management of DNA samples. During 2019, the Authority issued 11 publications, including a review of Public Order Policing in Ireland, which was undertaken on our behalf by the Garda Síochána Inspectorate. The Authority's ongoing work over the past few years on the review by the Garda Síochána of the classification of homicides and the quality of homicide investigation concluded and we published our observations on the process and its outcomes. This oversight will continue into 2020 as the recommendations are implemented by the Garda Síochána.

We set out to deepen our research function in 2019 to inform our work and to broaden knowledge of various facets of policing, and in doing so awarded two inaugural bursaries, as well as a contract to undertake research on the experiences of victims of crime.

At a glance:

- Fifteen Authority meetings were held, 13 between the Authority and the Garda Commissioner, six of which were held in public and live-streamed.
- Twenty-five Authority Committee meetings were held including 15 with Senior Garda representatives.
- Selection competitions for Superintendents and Chief Superintendents were undertaken and panels of candidates for appointment were established. A selection competition for Assistant Commissioners was developed and advertised in December 2019.
- The Authority made 48 senior appointments in the Garda Síochána during 2019, one Executive Director, nine Chief Superintendents, 10 Principal Officers and 28 Superintendents.
- An exploration of Community Safety in other jurisdictions was undertaken to inform the Authority's preparation for its future role in overseeing Community Safety. As part of this, a live-streamed public conversation on the subject, with an invited audience took place in July 2019 in Larkin Community College in Dublin.
- The ongoing embedding of the Code of Ethics by the Garda Commissioner was monitored resulting in significantly improved data and information about Garda Members, Staff and Reserves that have signed up to the Code.
- A comprehensive programme of site visits, meetings with stakeholders, and with Garda Síochána units and specialist teams was carried out, reviewing the progress of all 103 initiatives in the 2019 Policing Plan. Two biannual assessments on Policing Performance were published.
- There was a deepened engagement with key stakeholders, Joint Policing Committees and the Garda Síochána through meetings, events and site visits.
- Of the 73 performance indicators in the Authority's 2019 Corporate Priorities, shown in Appendix 1, 62 were fully achieved. Of the remaining 11, 6 were outside the Authority's control and 5 have been carried forward for completion in 2020.

A significant part of the Authority's assessment of policing performance was made possible by positive engagement by the many civil society organisations and statutory bodies that engaged so generously with the Authority to assist in developing our sense of the public's experience of policing. I would like to thank them for their support and generosity with their time and I look forward to that ongoing engagement in 2020 and beyond.

I would like to thank my team for their professionalism and their passion for delivering robust independent oversight of policing in Ireland. The unwavering support and challenge of the Authority Members continued to drive and encourage us during 2019 to achieve and deepen that oversight.

Finally, I would like to thank our previous Chairperson Ms. Josephine Feehily whose term of office finished on 31 December 2019. She presided over the establishment of the Policing Authority and the impact of her dedication and drive to establish robust oversight laid an important foundation for our ongoing work.

While we have achieved much in our first four years, there is much more to be done. I look forward to continuing to fulfil our statutory functions in 2020, while playing a role in the Government's future plans for the reform of policing.

A handwritten signature in black ink, appearing to read 'H. Hall', written in a cursive style.

**Helen Hall**  
**31 March 2020**

## 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:

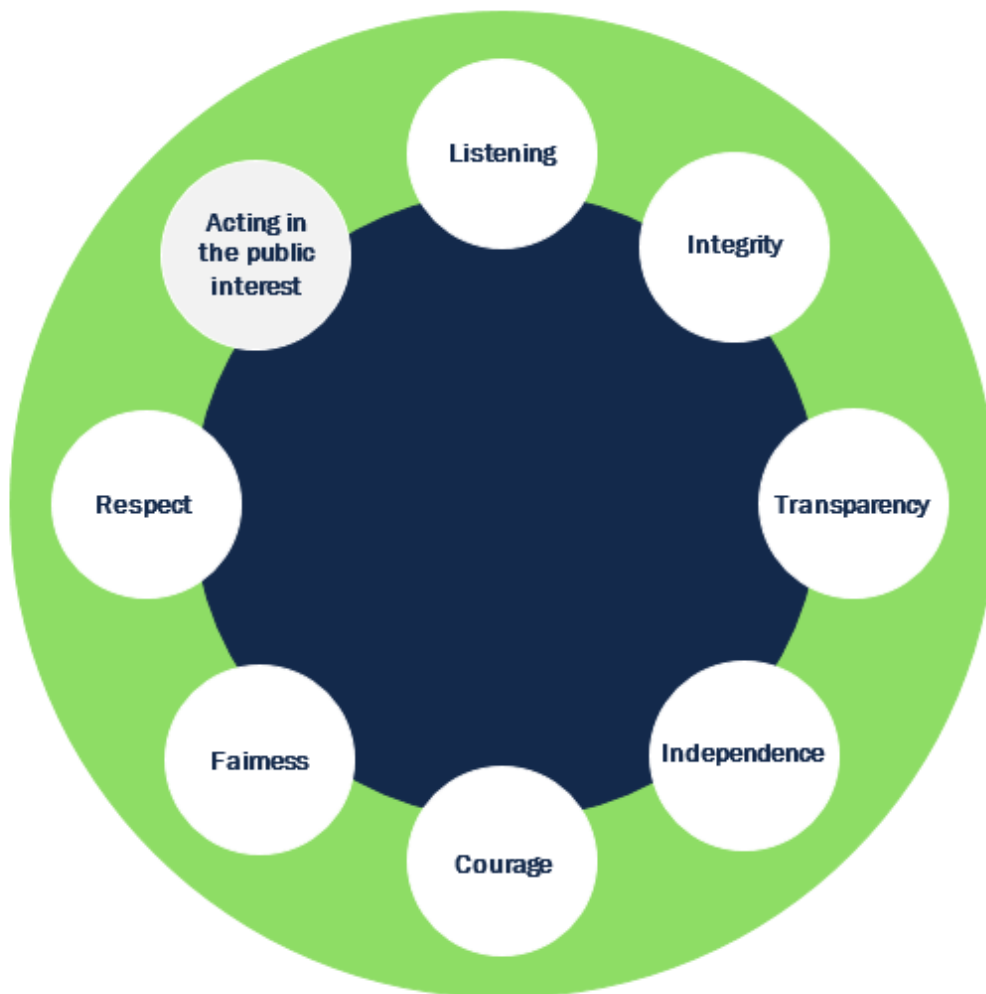
- Set priorities and performance targets for the Garda Síochána;
- Keep under review the performance by the Garda Síochána of its functions;
- Nominate persons for appointment by the Government to the posts of Garda Commissioner and Deputy Garda Commissioner, following a selection process undertaken 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 certain senior ranks and grades in the Garda Síochána;
- Monitor and assess measures taken by the Garda Síochána in relation to recommendations made in reports of the Garda Síochána Inspectorate;
- 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 Statement of Strategy 2019-2021 was presented to the Minister for Justice and Equality on 16 January 2019 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 the end of 2021. 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 2019
<p><b>An implemented effective performance measurement and accountability framework for the Garda Síochána</b></p>	<ul style="list-style-type: none"> <li>• The Garda Síochána Strategy Statement for 2019-2021 was approved by the Authority on 28 March 2019.</li> <li>• Policing Priorities for 2019 were set by the Authority having regard to on-going consultation with a broad range of stakeholders including the Garda Commissioner.</li> <li>• The Annual Policing Plan was approved by the Authority.</li> <li>• Ongoing engagement took place with the Garda Síochána in relation to performance, including for example through:             <ul style="list-style-type: none"> <li>▪ oversight of performance against the 2019 Policing Plan on a monthly basis;</li> <li>▪ eight meetings of the Policing Strategy and Performance Committee;</li> <li>▪ publication in September 2019 of the Mid-Year Assessment on Policing Performance; and</li> <li>▪ the monthly Garda Commissioner's Report to the Authority.</li> </ul> </li> <li>• The Authority's approach to performance oversight was enhanced by developing a broader range of performance indicators to assess progress against the Policing Plan.</li> <li>• Focused oversight of the Garda Síochána Statement of Strategy, priorities and the policing plan took place with particular regard to key areas of:             <ul style="list-style-type: none"> <li>▪ Composition and structure of the Garda workforce;</li> <li>▪ Garda Resource Deployment;</li> <li>▪ Learning and continuous improvement;</li> <li>▪ Culture and Ethics;</li> <li>▪ Supervision;</li> <li>▪ Investigation;</li> <li>▪ Data Quality and Protection;</li> <li>▪ Human Rights and Equality;</li> <li>▪ Victim's rights and services; and</li> <li>▪ Children's rights and services.</li> </ul> </li> </ul>

Objectives	Achievements in 2019
	<ul style="list-style-type: none"> <li>• Ongoing review of the implementation and adequacy of a performance measurement and accountability framework for all staff in the Garda Síochána.</li> <li>• Oversight of the development of comprehensive work force planning deployment so as to ensure the most beneficial, effective and efficient use of Garda Síochána resources.</li> <li>• Combined and extended engagement took place with stakeholders to inform oversight work, human rights and equality and assessment of Garda performance.</li> </ul>
<p><b>Modernisation and systematic improvement of the Garda Síochána</b></p>	<ul style="list-style-type: none"> <li>• Monitoring and assessment of the systems in place in the Garda Síochána to ensure key third party recommendations are implemented including the Garda Inspectorate Report 10 ‘Crime Investigation’ and the effectiveness of the Garda Síochána measures to realise the Implementation Plan for “A Policing Service for the Future”.</li> <li>• Actively participated in the Joint Working Group on Garda Resources.</li> <li>• Oversaw trends and patterns of complaints against the Garda Síochána.</li> <li>• Maintained and deepened effective relationships with other policing oversight bodies such as the Garda Síochána Ombudsman Commission and the Garda Inspectorate.</li> <li>• Developed relationships with oversight bodies internationally which resulted in deeper knowledge of policing oversight contributing to more effective oversight and improvements in policing.</li> <li>• Kept governance arrangements and structures with the Garda Síochána under review including those for internal audit, professional standards and risk management.</li> <li>• Held seven meetings of the Authority’s Garda Síochána Organisation Development Committee, addressing the progress made in the Garda Síochána in relation to key themes of human resources, governance and infrastructure.</li> <li>• Monitored and assessed measures taken by the Garda Commissioner to embed the Code of Ethics throughout the organisation.</li> <li>• Considered and provided feedback in relation to a range of Garda Síochána strategies including the Digital Strategy, the Diversity and Integration Strategy and the Garda Reserve Strategy.</li> <li>• Conducted a series of site visits to Garda regions, divisions, districts and specialist units to review progress and assess the extent to which</li> </ul>

Objectives	Achievements in 2019
	the key initiatives in the areas of HR and ICT were enabling organisational change and reform.

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

Objectives	Achievements in 2019
<p><b>Contribution to enhanced practices to support human rights and improvement of the culture of the Garda Síochána including through (a) ethical standards of conduct and practice, and (b) provisions to encourage and facilitate the reporting of wrongdoing</b></p>	<ul style="list-style-type: none"> <li>• Oversaw and quality assured the steps taken by the Garda Commissioner to embed the Code of Ethics and engaged with the Garda Síochána on the roll out and embedding of the Code of Ethics in 2019.</li> <li>• Authority persistence in requesting and questioning data in respect of signing up to the Code of Ethics in the Garda Síochána led to the hope that more robust data is being gathered.</li> <li>• Oversaw measures to ensure standards in public office and to support the reporting of wrongdoing in the Garda Síochána.</li> <li>• Engaged with the Garda Síochána on measures to address the findings of the 2018 Culture Audit and plans to undertake a further audit in 2020.</li> <li>• Engaged with the Garda Síochána with regard to proposed reform of disciplinary systems.</li> <li>• Oversaw the implementation of an effective customer service ethos in the Garda Síochána.</li> </ul>
<p><b>Well established, fully operational appointments system for all staff of the Garda Síochána that come within the Authority's appointment remit</b></p>	<ul style="list-style-type: none"> <li>• Continued to undertake the appointments process for the senior Garda ranks, developing and evolving systems in consultation with the Garda Commissioner and in line with best practice.</li> <li>• Selection competitions were undertaken and panels of candidates established for appointment to the ranks of Superintendent (July 2019) and Chief Superintendent (November 2019) and an Assistant Commissioner competition was advertised in December 2019.</li> <li>• A total of 37 candidates were appointed to the senior ranks (9 Chief Superintendents and 28 Superintendents) during 2019.</li> <li>• Requests were processed for grades and numbers of civilian staff at all levels in the Garda Síochána and approval given for a total of 678 Garda staff. A total of 11 persons were appointed to senior Garda staff grades (1 Executive Director and 10 Principal Officers).</li> <li>• Engaged with and provided submissions regarding the work to modernise promotion systems for the ranks of Sergeant and Inspector in the Garda Síochána.</li> </ul>

Objectives	Achievements in 2019
	<ul style="list-style-type: none"> <li>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.</li> </ul>
<p><b>Keep under review the arrangements for the recruitment, training and development of Garda members and Garda staff</b></p>	<ul style="list-style-type: none"> <li>Oversaw progress by the Garda Síochána in implementing the Performance and Learning Framework for Garda Members.</li> <li>Monitored and reviewed elements of Garda training and recruitment, including driver training, the development of a Garda Learning and Development Strategy and the approval of a position of Learning and Development Director.</li> <li>Delivered training to each group of Garda Phase III probationers on the Authority's oversight role.</li> </ul>

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

Objectives	Achievements in 2019
<p><b>Have effective working relationships with key stakeholders</b></p>	<ul style="list-style-type: none"> <li>Developed and implemented the Authority's Communications Work Plan 2019.</li> <li>Engaged with key stakeholders to inform the Authority's oversight work.</li> <li>Raised awareness of policing matters and the content of the Authority's oversight work through the media and relevant publications.</li> <li>Ongoing constructive engagement with the Department of Justice and Equality, Garda Síochána Ombudsman Commission and the Garda Inspectorate.</li> <li>Publication of a range of material on the Authority website in order to provide transparency on the Authority's work to stakeholders and the public.</li> <li>Engaged with international policing and criminal justice bodies.</li> </ul>
<p><b>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</b></p>	<ul style="list-style-type: none"> <li>Deepened engagement with Joint Policing Committees and Community Policing Fora.</li> <li>Attended 23 meetings of Joint Policing Committees and Local Policing Fora.</li> <li>Undertook preparatory work to explore and better understand key policy perspectives on community safety to inform the Authority's preparation for new mechanisms for oversight of community safety set out in recommendations of the Commission for Future of Policing.</li> <li>Convened the Authority's fourth annual consultation event with</li> </ul>

Objectives	Achievements in 2019
	<p>Chairpersons of Joint Policing Committees, Chief Executives of Local Authorities and representatives from the Garda Síochána to support the performance of JPC functions and to provide community input for the Authority's work.</p> <ul style="list-style-type: none"> <li>• Attended three Policing Community and Safety Partnership meetings in Northern Ireland as observers.</li> </ul>
<p><b>Improve public awareness of policing matters</b></p>	<ul style="list-style-type: none"> <li>• The Authority held six meetings in public with the Garda Commissioner which were live streamed with recordings available for online viewing to facilitate public access to information about policing.</li> <li>• Explored and leveraged opportunities to raise awareness of policing with the general public.</li> <li>• Developed and launched the Authority's new website in March 2019 and optimised use of the website and social media to provide information about the work of the Authority (including agendas and minutes of meetings), to promote public awareness of policing in Ireland and to publish and disseminate a series of material highlighting the role of the Garda Síochána.</li> <li>• Held a Discussion Event, bringing together a range of official and community organisations, held in relation to Community Safety Oversight, which was streamed live with a recording available for online viewing.</li> <li>• Provision of information to the public through engagement with the media including through press conferences and statements, interviews and timely responses to queries.</li> <li>• Commissioned a number of research projects on policing and oversight matters by external researchers funded by a Research Bursary.</li> </ul>

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

Objectives	Achievements in 2019
<p><b>Be an effective organisation with a culture of high performance</b></p>	<ul style="list-style-type: none"> <li>• Attracted and retained talented and motivated people.</li> <li>• Developed staff through a comprehensive performance management and learning and development system.</li> <li>• Complied with governance and control requirements as set out in statute and Codes of Practice.</li> <li>• Proactively managed risk with effective risk identification and mitigation.</li> </ul>

Objectives	Achievements in 2019
	<ul style="list-style-type: none"> <li>• Continued to identify and implement innovative solutions to assist in the delivery of effective oversight and enhanced policing services.</li> <li>• 15 meetings of the Authority were held with six in public with very high attendance by Authority Members.</li> </ul>
<p><b>Provide appropriate and timely reports to the Minister and advice on policing matters</b></p>	<ul style="list-style-type: none"> <li>• Timely preparation and submission of the Authority’s Statement of Strategy and Annual Reports to the Minister for Justice and Equality.</li> <li>• Responded promptly and effectively to requests for advice or reports received from the Minister for Justice and Equality.</li> </ul>
<p><b>Transition arrangements to implement the agreed recommendations of the Commission on the Future of Policing</b></p>	<ul style="list-style-type: none"> <li>• Established an internal working group to contribute to the programme on policing reform in Quarter 1 2019</li> <li>• Submitted a final report to the Minister in February 2019 on the progress by the Garda Síochána in implementing the Garda Inspectorate Report “Changing Policing in Ireland”.</li> <li>• Contributed to the consideration of the implementation of the Commission on the Future of Policing recommendations as they relate to the functions of the Authority.</li> <li>• Provided human rights training to Authority members and staff and enhanced expertise and capacity in Human Rights.</li> <li>• Contributed to workshops on Community Safety with the Department of the Taoiseach and Department of Justice and Equality.</li> </ul>

In accordance with its Statement of Strategy and to reflect additional requests from the Minister, the Authority set its Corporate Priorities for 2019 at the start of the year to guide it in prioritising its work in 2019. The status of the achievement of these priorities at end 2019 is included for information at Appendix 1.

### 3. Feature Article: The Garda Síochána Homicide Review

Public confidence in policing is a key consideration for the Authority. It is for this reason that it pursued the issue of the classification of homicides on the Garda Síochána PULSE system and the quality of the investigation of homicides over the past three years. Assurance as to the quality and standard of Garda investigations into a death is important for the maintenance of that confidence by the public in our policing service.

The Authority's focus in this work was on two key questions. Firstly, was there misclassification of incidents and if so, have they been rectified in a comprehensive way? Secondly, were there any implications for the nature and quality of investigation carried out in cases which were identified as having been misclassified?

The importance attached to this work by the Authority is evidenced by the persistent attention it received from the Authority over the last three years. During this time the matter was continually discussed with the Garda Commissioner and his senior colleagues including at 25 meetings of the Authority, 13 of which were held in public and 12 in private. It was discussed at 21 Meetings of the Authority's Policing Strategy and Performance Committee over that period. Members of the Authority's Executive attended nine meetings of the Homicide Investigation Review Team (HIRT) in Crumlin Garda Station. There were an additional 12 meetings between various members of the Authority staff and members of Garda Management during that period.

#### **What was the Homicide Review?**

The Homicide Review refers to a significant body of work undertaken by a multi-disciplinary Garda team comprised of Garda members and staff. The Homicide Investigation Review Team (HIRT) was formally established in February 2018. The team was established to undertake an in-depth peer review of the quality of investigations carried out in respect of 41 cases between 2013 and 2015 with regard to the classification on PULSE and compliance with the positive obligations under Article 2 of the European Convention on Human Rights and Section 7(1)(c) of the Garda Síochána Act 2005.

#### **The Outcome of the Review**

The process has resulted in a series of reports received over three years, six of which were completed by the Homicide Investigation Review Team (HIRT). The first five of these HIRT reports set out the findings of reviews into 40 deaths. The sixth and final report, received by the Authority in November 2019, brought together the findings and conclusions of the review process and presented a series of recommendations. It was discussed in detail with the Garda Commissioner at the Authority's meeting in November 2019 and it was agreed that the findings and recommendations would be published. The report is the culmination of almost two years work by the HIRT and the Authority commended the report in terms of its rigour and candour.

The Authority published the findings and recommendations of the final report, together with its commentary, in December 2019. This is the tangible outcome of the Authority's oversight work which sought to gain reassurances for itself, on behalf of the public, about the quality and standard of investigation into this most serious of crimes. The findings point to classification and data quality issues but also to investigative issues in 28 of the 40 cases reviewed.

#### **Findings and Recommendations – Misclassification and Data Issues**

The report has clarified the misclassification question with the result that 12 deaths out of the 41 examined were reclassified as a result of the review. The review also addressed the issue of the updating of PULSE in

a timely manner with outcomes from the higher courts and the data quality issues and organisational risks relating to the current system by which this is done. A number of interim and longer term steps have now been taken which go some way to improving the quality and accuracy of the data recorded while some issues, such as the timeliness of the transfer of information, persist.

### **Findings and Recommendations – Quality of Investigation**

In terms of quality of investigation, the terms of reference required that an independent peer review of the quality of investigations carried out in respect of the 41 cases between 2013 and 2015 be conducted. The Authority sought confirmation that all the cases concerned had been investigated to the standard required, having regard to the positive obligations which exist regarding investigations under Article 2 of the European Convention on Human Rights.

The review found that 28 of the investigations had at least one investigative issue identified, ranging from minor to more serious issues which were a cause for concern. The nature of some of the investigative issues identified would appear to have the characteristics of similar cases found not to be in compliance with the Article 2 obligations. The review states that these issues did not impact on the outcomes of the investigations in each of the 40 cases reviewed. The Authority will now focus on overseeing the implementation of the recommendations in full and explore how best an evaluation of Article 2 compliance might be appropriately achieved in future.

Crucially the findings offer no reassurance that the issues which arose no longer persist. The report asserts that the organisational risks attaching to classification and investigation endure and will until such time as the recommendations are implemented.

### **Constructive Reflections**

The Authority is satisfied that the review carried out by the HIRT represents a thorough piece of work and commends the candour of the final report. The final report does not attempt to attribute the findings to an isolated moment in time or a specific issue such as a lack of resources, IT or training. In fact the report recognises that, if reviewed, further anomalies - errors in investigation, incorrect data/incorrectly recorded data, and misclassifications—would be found in cases that occurred prior to 2013 and that a similar set of findings and recommendations would emanate from a review of cases pre-2013. It believes that the report reflects a change and a maturing in the oversight relationship between the Garda Síochána and the Authority.

Justice Peter Charleton, in his 2018 report of the Disclosures Tribunal, stated that “the soundness of any organisation may usefully be judged by the reaction it has to the mistakes it makes” and that, central to dealing with inefficiencies and with mistakes, as an inevitable part of human life, is the need to face up to them, to report honestly on them and to address them by improvement. Justice Charleton also stated that ‘the police should interrogate their own mistakes objectively.’ In this context, there is a maturing evident in this report in the Garda Síochána’s ability and attitude towards self-critique and reflection.

It is noteworthy that in the final report, the HIRT states that it found a positive attitude to the review process across Garda Districts, District Officers, Senior Investigating Officers and Investigation teams and that there has been “a considerable cultural shift in relation to PULSE data over the duration of the process”. The Garda Síochána has now trained 200 officers in peer review and this is a valuable resource by which the review process can increasingly become business as usual. Peer review is a strength within an organisation and the Authority will, as part of its ongoing oversight work, seek to evidence that a system of peer review has been fully deployed and has become a routine occurrence within the Garda Síochána.



## 4. Governance and Structure

### 1. Authority Members

The Authority's establishing legislation provides for a membership of a Chairperson and eight ordinary members, appointed for a 3 or 4 year term with the possibility of reappointment for a further term subject to a maximum of 8 years. There were nine members of the Authority throughout most of 2019. Three members whose terms had ended in December 2018 had already been reappointed, as provided for in the legislation, by the Minister for Justice and Equality in December 2018. One member resigned with effect from 18 January 2019 and two members were appointed on 29 January 2019 to fill that position and another existing vacancy. The terms of the first Chairperson, Josephine Feehily and of Maureen Lynott, who had been a Member of the Authority since its establishment, ended on 31 December 2019.

The Chairperson and members of the Authority were selected for appointment by the Government following selection processes run under the Stateboards.ie process by the Public Appointments Service. Members of the Oireachtas or Local Authorities, serving members of the Garda Síochána, GSOC or the Garda Inspectorate are not eligible to be members of the Authority. The Chairperson was engaged on a part time basis throughout 2019 and the other members were engaged on the basis of a commitment of 4 - 6 days a month. Details of the Authority Members are listed in Table 1, including their term of office, meetings attendance during 2019 and any fees paid to them and expenses incurred by them for 2019 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 <sup>1</sup>	2019 Annual Fee <sup>2</sup> €	2019 Expenses €
Josephine Feehily (Chairperson)	31/12/19	15	26	38,940	8,928
Noel Brett <sup>3</sup>	18/01/19	1	0	-	401
Bob Collins	31/12/20	15	12	14,963	-
Vicky Conway <sup>4</sup>	31/12/20	9	4	-	-
Pat Costello	31/12/20	14	8	14,963	-
Judith Gillespie	31/12/20	14	13	14,963	3,653
Valerie Judge	31/12/20	12	10	14,963	-
Maureen Lynott	31/12/19	6	3	14,963	-
Paul Mageean <sup>5</sup>	31/12/20	12	6	14,963	6,028
Moling Ryan	31/12/20	13	17	14,963	-

<sup>1</sup> A total of 22 Committee meetings were held. In addition, Members attended a number of working group meetings and represented the Authority at a number of other meetings and events throughout the year.

<sup>2</sup> 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.

<sup>3</sup> Mr. Brett resigned from the Authority with effect from 18 January 2019.

<sup>4</sup> Ms. Vicky Conway who had resigned from the Authority in July 2017 was re-appointed with effect from 29 January 2019. As a public servant Dr Conway was not in receipt of any fees under the 'One Person, One Salary' principle.

<sup>5</sup> Mr. Paul Mageean was appointed to the Authority with effect from 29 January 2019.

## 2. Committees of the Authority

The Authority had a number of Committees in 2019 to oversee the governance and progress the work of the Authority in relation to its statutory priorities under Terms of Reference which set out their purpose, guided their work and set out the details of matters which are delegated to the Committee for decision. The Terms of Reference for each Committee and the approved minutes of their meetings in 2019 are published on the Policing Authority website.

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

Four committees were in place in 2019. All members of the Authority are members of at least one committee with the exception of the Chairperson who, while not a member of any Committee, may attend committee meetings from time to time. At the end of 2019 there were two external members of the Audit and Risk Committee, one external member 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 this Committee also includes a member of the Senior Executive team. An Authority Working Group was established to facilitate an agile response between meetings to matters arising in the context of Authority's engagement with the Government's Policing Reform Programme. Details of each committee, together with membership and meetings in 2019 are set out In Table 2.

<b>Table 2: Authority Committees 2019</b>		
<b>Committee</b>	<b>Membership</b>	<b>Meetings in 2019</b>
<b>Audit and Risk</b>	Moling Ryan (Chair) Ronan Nolan (External member) Melanie Pine (External member)	<b>4</b>
<b>Garda Appointments Quality Assurance and Selection Governance</b>	Bryan Andrews (Chair) (External member) Valerie Judge Maureen Lynott Moling Ryan Aileen Healy (Executive member)	<b>3</b>
<b>Garda Organisation Development</b>	Bob Collins (Chair) Pat Costello Valerie Judge Paul Mageean Melanie Pine (External member)	<b>7</b>
<b>Policing Strategy and Performance</b>	Judith Gillespie (Chair) Maureen Lynott Moling Ryan Vicky Conway <sup>6</sup> Ronan Nolan (External member)	<b>8</b>

<sup>6</sup> Vicky Conway had been an external member during 2018 and was reappointed as an Authority Member in 29 January 2019.

<b>Policing Reform Working Group</b>	Josephine Feehily (Chair) Bob Collins Judith Gillespie Moling Ryan Helen Hall (Chief Executive)	<b>3</b>
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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.

<b>Table 3: Senior Management Team 2019</b>	
Role	Name
Chief Executive	Helen Hall
Head of Governance, Corporate Services and Appointments and Secretary to the Authority	Aileen Healy
Head of Legal, Policy and Research	Síle Larkin <sup>7</sup>
Head of Policing Strategy and Performance	Margaret Tumelty

The Chief Executive's salary on 31 December 2019 was €159,725 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 €12,210 in 2019.

### 4. How we work

#### Authority meetings

The Authority plans for a day long plenary meeting each month, except in the month of August. Each meeting includes a meeting with the Garda Commissioner and the senior Garda team. The Authority is required by the Act to hold no less than four meetings in public with the Garda Commissioner annually. The schedule of meetings for the year is published in advance, including indicating which meetings will be held in public with the Commissioner. From time to time, the Authority holds additional or exceptional

<sup>7</sup> Síle Larkin held the position of Head of Legal, Policy and research until 6 October 2019.

meetings on a needs basis, which may include meetings with the Garda Síochána. In addition to 11 scheduled meetings in 2019, 4 additional meetings were held in 2019 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 2019, the Authority met a total of 15 times, meetings with the Garda Commissioner and his senior colleagues on 13 of these occasions, of which six 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 2019, 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 nine occasions during 2019.

#### 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 2019-2021; and
- Corporate Governance Assurance (including Relationship and Support) Agreement with the Department of Justice and Equality.

These documents were revised as appropriate during 2019 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 with associated responsibilities for the internal control environment.

### Code of Conduct

The Policing Authority Code of Conduct sets out the standards of principle and practice which govern the conduct of Members and staff of the Policing Authority. 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 2019 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 (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 4 occasions in 2019. The Committee provides independent advice to the Authority and the Accounting Officer, including in relation to the suitability and robustness of the organisation's internal control, internal audit, risk management and governance systems and procedures.

### Risk Management

The Authority has a comprehensive risk management policy and systems in place, including a detailed up to date risk register. The risk register includes a detailed assessment of the Authority's principal risks, and a description of the risks and internal controls and measures to mitigate risk. The Risk Register is maintained by the Authority's Chief Risk Officer and is updated on an ongoing basis to reflect new risks arising at all levels in the organisation and changes in controls to mitigate risks. The Risk Register is reviewed by the Audit and Risk Committee each quarter. The Authority reviews the full register at least once per annum. Risk management is a standing item on the Authority's monthly meeting agenda and a monthly Risk Management report is reviewed and specific risks discussed. Risk and measures to mitigate risk are addressed in the context of all significant Authority discussions and decisions. Procedures to manage risk are in place throughout the organisation 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, after which a three-year contract was awarded. An option to extend this contract for a period of one year was availed of during 2019. An Internal Audit Charter is in place. An Internal Audit Work Programme is in place and a number of internal audits were carried out in 2019 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 2019. 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 2019, 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 (GDPR) and the Data Protection Act 2018. Arrangements are in place to ensure compliance with the GDPR which came into effect on 25 May 2018 and work continued throughout 2019 to ensure 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 Data Protection Commissioner has



been notified of the Authority's Data Protection Officer. The Authority has a Data Protection Policy in place which includes a set of guidelines for staff based on the eight Data Protection Rules to ensure that the Authority is in compliance with the GDPR and the Data Protection Act 2018. In 2019, the Authority received two Subject Access Requests under the Data Protection legislation.

### **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 2019, the Authority received 6 Freedom of Information requests details of which can be found on the disclosure log on the Authority's website.

### **Section 42 Irish Human Rights and Equality Commission Act 2014**

The Authority is committed to ongoing review of its policies and procedures so as to maintain compliance with the principles of human rights and specifically the obligations under Section 42 of the Irish Human Rights and Equality Commission Act 2014 ('the 2014 Act').

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

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

The Authority has regard to Section 42 in its procurement, research and delivery of its services. In 2019, the Policing Authority provided training for Authority members and staff in relation to the public sector duty under Section 42 of the 2014 Act to ensure that all staff are aware of the responsibilities that arise from Section 42.

The Authority launched its new website in 2019. The contents of the new website, along with other published information, is designed with regard to the principles of clear and accessible communication. The website is designed with regard to compliance with accessibility principles including Website Accessibility Initiative (WAI) and Web Content Accessibility Guidelines 2.0 AAA.

The Authority has an Accessibility Officer who acts as liaison for the customer and the relevant section of the organisation.

The Authority has a statutory mandate to oversee the Garda Síochána in its functions relating to policing services. This includes the responsibility to provide assurance to communities of a culture in

the Garda Síochána which embodies the highest ethical standards, embraces diversity and vindicates the human rights of each individual. The Authority strives, through its oversight activities and assessment of the performance of the Garda Síochána in the provision of policing services, towards continuous improvement in the embedding of these principles to meet the rightful expectations of Irish society to a policing service which meets the highest standards of human rights and equality.

### **Protected Disclosures Act 2014**

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

The Act provides for certain legal protections to workers where they raise concerns regarding potential wrongdoing in the workplace. It sets out what is a protected disclosure and certain of the legal safeguards in place to protect workers who make protected disclosures. In accordance with the Act, the Authority developed a Protected Disclosures Policy which sets out the procedures in place for reporting of wrongdoing in accordance with the requirements of the Protected Disclosures Act 2014 and training was provided in relation to making a protected disclosure. The Policy sets out the principles underpinning the development and maintenance of an ethical culture in the organisation and the operational details of how protected disclosures may be made by staff and members of the Authority.

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

## 5. Financial Information

The Authority, in carrying out its mandate, is directly funded by the Exchequer in the form of an annual allocation of Voted Expenditure.

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

### 2019 Expenditure<sup>8</sup>

Gross expenditure from the Policing Authority Vote for 2019 amounted to €2.845 million. This included staff payroll of €1.932 million, representing 68% of total expenditure.

The Financial statements of the Authority take the form of the Annual Appropriation Account which is submitted by the Accounting Officer for audit by the Comptroller and Auditor General. The Authority's 2019 Account will be published by the C&AG in the Appropriation Accounts publication in September 2020.

The summary financial report to 31st December 2019 in Appendix 4 provides an analysis of the Vote position and related information for 2019. This report is subject to audit by the Comptroller and Audit General during 2020.

### 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;
- €253,000 under Vote 13 - Office of Public Works in respect of rent and associated services for the Authority's offices;
- €4,000 under Vote 18 – National Shared Services in respect of HR and Payroll Shared Services; and
- €48,000 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 2019 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 2019 was €1.932 million. The staff complement of the Authority was increased from 32 in January 2018 to a total of 33 at 31 December 2019.

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<sup>8</sup> 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 2019 fell within each of the following pay bands is shown in the following table:

Pay Band	No. of Employees
€60,000 - €70,000	1
€70,000 - €80,000	3
€80,000 - €90,000	2
€90,000 - €100,000	2
€100,000 - €110,000	3
€120,000 - €130,000	-
€130,000 - €140,000	-
€140,000 - €150,000	-
€150,000 - €160,000	-
€160,000 - €170,000	-
€170,000 - €180,000	1

The aggregate compensation for the senior management team of the Authority in 2019, comprising salaries and Employer's PRSI, was €458,253. In addition, total expenses of €18,065 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 2019 was €156.

### Consultancy Expenditure

A total of 29,871 of expenditure in 2019 related to external consultancy and adviser fees, categorised as follows:

- Legal €28,395
- Advisory €1,476

### Taxation

The Authority has complied with its obligations under tax law in 2019.

### 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 2019 a total of three invoices incurred late payment penalties. The value of all invoices that were paid late amounted to €4,439.29. The total penalties paid during 2019 resulting from late payments amounted to €207.04 made up of €57.04 in interest) and €150 compensation.



AN TÚDARÁS PÓILÍNEACHTA  
POLICING AUTHORITY

## Appendix 1 – Status of 2019 Corporate Priorities at 31 December 2019

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

Priority	Performance Indicators <sup>(1)</sup>	Lead Division	Actions	Position at Year end	Notes
	<ul style="list-style-type: none"> <li>Hold at least five meetings with the Garda Commissioner in public</li> </ul>	Governance, Corporate Services & Appointments	<ul style="list-style-type: none"> <li>Manage the facilities and logistics for the meetings of the Authority in public</li> <li>Manage the Communications for the Authority meetings in public</li> <li>Provide papers and questions for the specific subject areas for themed meetings of the Authority</li> </ul>	Achieved	
	<ul style="list-style-type: none"> <li>Develop and hold 2 conversation events in public on a range of policing matters</li> </ul>	Policing Strategy and Performance	<ul style="list-style-type: none"> <li>Identify, develop and hold a conversation in public on research related to the work of the Authority</li> <li>Identify, develop and hold a conversation in public on a second subject</li> </ul>	Achieved	
	<ul style="list-style-type: none"> <li>Run a communications initiative directed at young people</li> </ul>	Policing Strategy and Performance	<ul style="list-style-type: none"> <li>Identify and run an initiative directed at primary school children</li> <li>Identify and run an initiative directed at secondary school children</li> </ul>	In progress - Project carried forward to 2020	Due to workload associated with reform initiatives, in particular work on Community Safety oversight, a decision was made to defer this work to 2020.
4) System for Appointments in the Garda Síochána	<ul style="list-style-type: none"> <li>Undertake as required, selection competitions for Assistant Commissioner, Chief Superintendent and Superintendent</li> </ul>	Governance, Corporate Services & Appointments	<ul style="list-style-type: none"> <li>Make preparations for and undertake Superintendent Competition</li> <li>Make preparations for and undertake Chief Superintendent Competition</li> <li>Make preparations for and undertake Assistant Commissioner competition if required</li> <li>Complete review of competition and appointment processes and update as required</li> </ul>	Achieved	Competitions for Chief Superintendent and Superintendent held in 2019. Assistant Commissioner competition advertised in December 2019.
	<ul style="list-style-type: none"> <li>Continue to evolve the selection process in line with best practice</li> </ul>	Governance, Corporate Services & Appointments	<ul style="list-style-type: none"> <li>Procure testing and assessment services for use in all selection competitions</li> <li>Review and update selection competition and appointment processes in line with best practice and in consultation with key stakeholders</li> </ul>	Achieved	
	<ul style="list-style-type: none"> <li>Respond promptly to requests to the Authority for increases in the numbers and grades of Garda staff</li> </ul>	Governance, Corporate Services & Appointments	<ul style="list-style-type: none"> <li>Administer and assess business cases for approval of Garda civilian staff and recommend for approval as appropriate</li> </ul>	Achieved	
	<ul style="list-style-type: none"> <li>Provide input to the process of review of the Promotion Regulations, Garda recruitment and the Garda Reserve Strategy</li> </ul>	Governance, Corporate Services & Appointments	<ul style="list-style-type: none"> <li>Monitor developments with regard to and contribute to the development of new Garda Promotion Regulations, Garda recruitment and the Garda Reserve Strategy and provide Authority input</li> <li>Oversee Garda recruitment in line with best practice and the needs of the Garda Síochána</li> <li>Oversee the implementation of the Garda Síochána Reserve Strategy</li> </ul>	Achieved	

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

Priority	Performance Indicators <sup>(1)</sup>	Lead Division	Actions	Position at Year end	Notes
	<ul style="list-style-type: none"> <li>Develop the Authority's understanding of 'standards setting' for policing in Ireland in conjunction with the Garda Inspectorate and other bodies the policing plan</li> </ul>	Governance, Corporate Services & Appointments	<ul style="list-style-type: none"> <li>Undertake a scoping exercise to identify relevant agencies operating in an oversight/regulatory capacity in Ireland</li> <li>Examine approach to standards setting by policing oversight bodies in other jurisdictions</li> <li>Research to identify key facets of agencies selected-powers, functions, supporting legislation</li> <li>Hold meetings with selection of agencies for qualitative input</li> <li>Prepare high level report for Authority</li> <li>consideration</li> <li>Comparative analysis of standards setting</li> <li>aspects of new legislation as it goes through legislative process</li> </ul>	In progress - Project carried forward to 2020	Desk research was undertaken during 2019 and contacts identified and/or established with a number of other agencies including in other jurisdictions to be progressed in 2020.
	<ul style="list-style-type: none"> <li>Explore the feasibility of conducting a survey on a policing related matter</li> </ul>	Legal, Policy and Research	<ul style="list-style-type: none"> <li>Consider potential survey areas, including pros and cons of commissioning versus in house Plan and manage agreed approach</li> </ul>	Achieved	
	<ul style="list-style-type: none"> <li>Expand the programme of engagement with stakeholder groups</li> </ul>	Policing Strategy and Performance	<ul style="list-style-type: none"> <li>Develop a stakeholder engagement plan for 2019</li> <li>Implement the stakeholder engagement plan for 2019</li> </ul>	Achieved	
	<ul style="list-style-type: none"> <li>Undertake research to better understand victims experiences of the Garda Síochána</li> </ul>	Legal, Policy and Research	<ul style="list-style-type: none"> <li>Consider approach to drafting RFT via literature review and other activities</li> <li>Plan and manage tendering process and delivery of research report</li> </ul>	Achieved	
	<ul style="list-style-type: none"> <li>Assess and encourage the development of the Garda Síochána's capacity to produce a costed annual policing plan</li> </ul>	Policing Strategy and Performance	<ul style="list-style-type: none"> <li>Review Q1 and Q3 iterations of the costed Policing Plan</li> </ul>	Not achieved due to factors outside PA control - carried forward to 2020	An initial costed policing plan submitted by the Garda Síochána was reviewed however the Q3 iteration was not received by year end and the action could not be completed.
7) Monitoring and assessment of Garda Síochána policing performance	<ul style="list-style-type: none"> <li>Monthly evaluation of the 2019 Policing Plan by the Executive supported by site visits designed to evidence the achievement of the Plan, to include proposing a number of visits undertaken jointly with the Garda Inspectorate</li> </ul>	Policing Strategy and Performance	<ul style="list-style-type: none"> <li>Review and update of monthly reporting to reflect the 2019 Policing Plan</li> <li>Undertake a number of visits with the Garda Inspectorate</li> <li>Develop and implement an evidencing framework for the Policing Plan</li> <li>Enhance site visit protocols, including pre- and post-briefing materials</li> <li>Review the format of the Commissioner's monthly report, with a focus on performance reporting</li> </ul>	Achieved	
	<ul style="list-style-type: none"> <li>Production of a half year and full year report on GS performance against the policing plan</li> </ul>	Policing Strategy and Performance	<ul style="list-style-type: none"> <li>Produce the full year report 2018</li> <li>Produce the mid and full year reports 2019</li> </ul>	Achieved	



Priority	Performance Indicators <sup>(1)</sup>	Lead Division	Actions	Position at Year end	Notes
	<ul style="list-style-type: none"> <li>Determination of the format for the Garda Commissioner's annual report by 28 February 2019</li> </ul>	Policing Strategy and Performance	<ul style="list-style-type: none"> <li>Meeting with GS Office of Corporate Communications regarding plans for Annual Report</li> <li>Submit letter to the Commissioner outlining direction for Annual Report</li> </ul>	Achieved	
	<ul style="list-style-type: none"> <li>Policing Priorities for 2020 submitted to the Minister by end September 2019</li> </ul>	Policing Strategy and Performance	<ul style="list-style-type: none"> <li>Consider the approach to the development of the Policing Priorities</li> <li>Undertake consultation on the Policing Priorities</li> <li>Submission of the Policing Priorities to the Minister</li> </ul>	Achieved	
	<ul style="list-style-type: none"> <li>2019 -2021 Strategy Statement of the Garda Síochána approved</li> </ul>	Policing Strategy and Performance	<ul style="list-style-type: none"> <li>Liaise with the Garda Síochána on the development of the Strategy 2019-21</li> <li>Support the PS&amp;P Committee and the Authority's development of targets for the Strategy 2019-21</li> <li>Submission of the Strategy 2019-21 to the Minister</li> </ul>	Achieved	
	<ul style="list-style-type: none"> <li>2019 Annual Garda Síochána Policing Plan approved and submitted to the Minister by 31 March 2019</li> </ul>	Policing Strategy and Performance	<ul style="list-style-type: none"> <li>Liaise with the Garda Síochána on the development of the Policing Plan 2019</li> <li>Support the PS&amp;P Committee and the Authority's development of targets for the Policing Plan 2019</li> <li>Submission of the 2019 Policing Plan to the Minister</li> </ul>	Achieved	
	<ul style="list-style-type: none"> <li>2020 Policing Plan approved and submitted to the Minister by end December 2019</li> </ul>	Policing Strategy and Performance	<ul style="list-style-type: none"> <li>Liaise with the Garda Síochána on the development of the Policing Plan 2020</li> <li>Support the PS&amp;P Committee and the Authority's development of targets for the Policing Plan 2020</li> <li>Hold Policing Plan workshop, if required</li> <li>Submission of the 2020 Policing Plan to the Minister</li> </ul>	Achieved	
	<ul style="list-style-type: none"> <li>Attendance at 6 regional PAF meetings and 10 divisional PAF meetings</li> </ul>	Policing Strategy and Performance	<ul style="list-style-type: none"> <li>Identify and document approach to attendance at PAF meetings</li> <li>Attend 6 regional and 10 divisional PAF meetings</li> </ul>	Achieved	
8) Monitoring the Modernisation and Reform of the Garda Síochána	<ul style="list-style-type: none"> <li>Monthly evaluation and periodic reporting on the implementation of change within by the Garda Síochána, with particular reference to the Authority's six priority areas of: <ul style="list-style-type: none"> <li>Composition and Structure of the Workforce</li> <li>Garda Resource Deployment</li> <li>Supervision</li> <li>Data Quality</li> <li>Victims</li> <li>Culture</li> </ul> </li> </ul>	Policing Strategy and Performance	<ul style="list-style-type: none"> <li>Agree Terms of Reference with the Organisation Development Committee</li> <li>Agree approach to evaluation and periodic reporting on the implementation of change, by the Committee</li> <li>Liaise with the Garda Síochána to agree approach to reporting for 2019</li> </ul>	Achieved	

Priority	Performance Indicators <sup>(1)</sup>	Lead Division	Actions	Position at Year end	Notes
	<ul style="list-style-type: none"> <li>Assess the Garda Síochána response to and the progress made in: <ul style="list-style-type: none"> <li>dealing with the issues arising from the Culture Audit</li> <li>the progress made in embedding of the Code of Ethics throughout the organisation</li> </ul> </li> </ul>	Policing Strategy and Performance	<ul style="list-style-type: none"> <li>Monitor and Assess progress of Culture Audit</li> </ul>	Achieved	
		Policing Strategy and Performance	<ul style="list-style-type: none"> <li>Monitor and assess extent to which Code of Ethics is embedded across the organisation</li> </ul>	Achieved	
	<ul style="list-style-type: none"> <li>Assessment (in conjunction with the Garda Inspectorate) of the implementation by the Garda Síochána of the Inspectorate's 2014 report on Crime Investigation with provision of a report to the Authority by 30 June 2018</li> </ul>	Policing Strategy and Performance	<ul style="list-style-type: none"> <li>Analysis of the GS mapping document and other relevant inputs, including the D/Taoiseach implementation plan for the GPRP and GSI assessment, in advance of meeting with the GS concerning possible next steps. Report for the Authority in June 2019</li> </ul>	Achieved	
	<ul style="list-style-type: none"> <li>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</li> </ul>	Governance, Corporate Services & Appointments	<ul style="list-style-type: none"> <li>Monitor and assess progress of workforce planning, civilianisation and redeployment through reports and multiagency meetings</li> <li>Support the work of the Organisational Development Committee in relation to workforce planning, civilianisation and redeployment</li> </ul>	Achieved	
	<ul style="list-style-type: none"> <li>Continue to oversee the GS review of policies and procedures in place in the Garda Síochána to deal with protected disclosures</li> </ul>	Legal, Policy and Research	<ul style="list-style-type: none"> <li>Continue to engage with the GS concerning receipt of the final report on the GS review of Protected Disclosures and keep the Authority apprised.</li> </ul>	Not achieved due to factors outside PA control - carried forward to 2020	This could not be progressed in light of outstanding material awaited from the GS.
9) Deepen the engagement with local and joint policing structures	<ul style="list-style-type: none"> <li>Plan in place by end February 2019 setting out the nature and depth of the Authority's engagement with Joint Policing Committees (JPCs) and Public Participation Networks (PPNs) in 2019</li> </ul>	Policing Strategy and Performance	<ul style="list-style-type: none"> <li>Develop JPC engagement Plan</li> <li>Implement JPC engagement Plan</li> </ul>	Achieved	
	<ul style="list-style-type: none"> <li>Annual meeting of Chairpersons of JPCs held by 30 September 2019</li> </ul>	Policing Strategy and Performance	<ul style="list-style-type: none"> <li>Organise and hold annual meeting of Chairpersons by 30 September</li> </ul>	Achieved	
	<ul style="list-style-type: none"> <li>Consider, in light of promised legislative proposals, what interim work might be helpful to assist the JPCs in assessing the delivery of the Local Policing Plan by June 2019</li> </ul>	Policing Strategy and Performance	<ul style="list-style-type: none"> <li>Create suite of documents to assist JPCs in assessing delivery</li> <li>Communicate documents to JPCs</li> </ul>	In progress - Project carried forward to 2020	A draft suite of documents has been created and plans to communicate to JPCs.
	<ul style="list-style-type: none"> <li>Attendance by Authority personnel at 25 joint and other local policing fora, regionally spread, including local policing fora in Northern Ireland</li> </ul>	Policing Strategy and Performance	<ul style="list-style-type: none"> <li>Attend 25 joint and other local policing fora, regionally spread, including local policing fora in Northern Ireland.</li> </ul>	Achieved	
10) Develop the Authority's capacity to in the area of Human Rights	<ul style="list-style-type: none"> <li>Enhance the organisation's capacity to monitor and assess the Garda Síochána's compliance with its human rights obligations across all areas of operation</li> </ul>	Legal, Policy and Research	<ul style="list-style-type: none"> <li>Identify and ensure relevant human rights training for Authority members and staff</li> <li>Engagement with other oversight bodies and with the GS concerning current arrangements and structures</li> </ul>	Achieved	

Priority	Performance Indicators <sup>(1)</sup>	Lead Division	Actions	Position at Year end	Notes	
	<ul style="list-style-type: none"> <li>Engage a Human Rights Advisor/Expert</li> </ul>	Legal, Policy and Research	<ul style="list-style-type: none"> <li>Engagement of a human rights expert to development of a human rights policing monitoring framework and ongoing monitoring role</li> </ul>	<b>In progress - Project carried forward to 2020</b>	A Framework for the assessment of Human Rights is currently under development with a view to it being quality assured by external experts.	
	<ul style="list-style-type: none"> <li>Promote awareness of, and report on the Authority's obligations under Section 42 Irish Human Rights and Equality Act 2014</li> </ul>	Legal, Policy and Research	<ul style="list-style-type: none"> <li>Consult with IHREC on the Section 42 duty and establish the necessary arrangements and awareness among Authority staff</li> <li>Identify activities in 2019 which can be developed under the Section 42 duty and reported on.</li> </ul>	<b>Achieved</b>		
11)	<b>Deepen the Authority's understanding of the existence of interagency working involving the Garda Síochána</b>	<ul style="list-style-type: none"> <li>Examine the Joint Agency Response to Crime (JARC) as an example of interagency working to facilitate learning as to how oversight of interagency working might work</li> </ul>	Legal, Policy and Research	<ul style="list-style-type: none"> <li>Prepare draft terms of reference</li> <li>Carry out an evaluation of the youth JARC process</li> </ul>	<b>Achieved</b>	
12)	<b>Oversight of significant policing issues as they arise</b>	<ul style="list-style-type: none"> <li>Evaluation of progress by the Garda Síochána on the implementation of agreed actions across a range of areas of policing, to include but not limited to: <ul style="list-style-type: none"> <li>- Child Sexual Abuse</li> <li>- Roads Policing</li> <li>- Youth Diversion</li> <li>- Homicide</li> </ul> </li> <li>Consider the Garda Inspectorate examination of public order policing by the Garda Síochána and take any appropriate follow up action</li> <li>Responses to any Ministerial requests and third party reports as they arise</li> </ul>	<ul style="list-style-type: none"> <li>Policing Strategy and Performance</li> <li>Policing Strategy and Performance</li> <li>to be determined on a case by case basis</li> </ul>	<ul style="list-style-type: none"> <li>Support the Authority's ongoing oversight of issues relating to the Garda Inspectorate report on Child Sexual Abuse</li> <li>Support the Authority's ongoing oversight of issues relating to Roads Policing</li> <li>Support the Authority's ongoing oversight of issues relating to Youth Diversion</li> <li>Develop an approach to the ongoing monitoring and progress evaluation of the Homicide Review</li> <li>Liaise with Garda Inspectorate with regard to the review and preparation of the report Publication and Launch of report on Public Order Policing</li> <li>Respond to requests as they arise</li> </ul>	<ul style="list-style-type: none"> <li><b>Achieved</b></li> <li><b>Achieved</b></li> <li><b>Achieved</b></li> <li><b>Achieved</b></li> <li><b>Achieved</b></li> <li><b>Achieved</b></li> <li><b>Achieved</b></li> </ul>	<ul style="list-style-type: none"> <li>No requests were received in 2019.</li> </ul>
13)	<b>Gain a deeper understanding of Garda Síochána training and education</b>	<ul style="list-style-type: none"> <li>Oversee the implementation of the Garda Síochána Training Strategy</li> </ul>	Governance, Corporate Services & Appointments	<ul style="list-style-type: none"> <li>Monitor process of recruitment and appoint of Learning &amp; Development Director in the Garda Síochána</li> <li>Monitor progress of implementation of Training Strategy</li> </ul>	<b>Not achieved due to factors outside PA control - carried forward to 2020</b>	The position of Director Learning and Development was approved, however it was not possible to achieve this target in full as the GS Training Strategy was not received.

Priority	Performance Indicators <sup>(1)</sup>	Lead Division	Actions	Position at Year end	Notes
	<ul style="list-style-type: none"> <li>Continue to present monthly to Phase 3 trainees on the Garda Foundation Training Programme and to courses provided to newly promoted Members of staff as capacity allows</li> </ul>	Policing Strategy and Performance	<ul style="list-style-type: none"> <li>Make arrangements for presentations to Phase 3 Garda recruits and coordinate the training schedule</li> <li>Review and update presentation and support material where required</li> <li>Continue to explore with the Garda College presenting to GS promotional training courses</li> </ul>	Achieved	
	<ul style="list-style-type: none"> <li>Assessment of the status of coverage of Garda driving training by 30 June 2019</li> </ul>	Legal, Policy and Research	<ul style="list-style-type: none"> <li>Engage with GS in early Q2 for an update on provision of Garda driver training, including progress on outsourcing training, and provide an update paper to the Authority in June 2019</li> </ul>	Achieved	
14)	<b>Review Garda Síochána Corporate Governance arrangements</b>				
	<ul style="list-style-type: none"> <li>Monitor and assess the efficacy of the structures and arrangements within the Garda Síochána that oversee performance, identify risk and inform good practice in the delivery of policing, to include: <ul style="list-style-type: none"> <li>- the PAF process</li> <li>- PALF</li> <li>- Internal Audit</li> <li>- Risk Management</li> <li>- Professional Standards</li> <li>- Anti-Corruption</li> </ul> </li> </ul>				
	- the PAF process	Policing Strategy and Performance	<ul style="list-style-type: none"> <li>Monitor the PAF process</li> </ul>	Achieved	
	- PALF	Governance, Corporate Services & Appointments	<ul style="list-style-type: none"> <li>Monitor the roll out of PALF</li> </ul>	Achieved	
	- Internal Audit	Governance, Corporate Services & Appointments	<ul style="list-style-type: none"> <li>Support the Authority's oversight of Internal Audit in the Garda Síochána and perform functions as required in relation to the Audit Committee</li> </ul>	Achieved	
	- Risk Management	Governance, Corporate Services & Appointments	<ul style="list-style-type: none"> <li>Support the Authority's oversight of Risk Management in the Garda Síochána</li> </ul>	Achieved	
	- Professional Standards	Governance, Corporate Services & Appointments	<ul style="list-style-type: none"> <li>Support the Authority's oversight of Professional Standards in the Garda Síochána</li> </ul>	Achieved	
	- Anti-Corruption	Legal, Policy and Research	<ul style="list-style-type: none"> <li>Keep the Authority apprised of requirements concerning the GRECO evaluation, and complete the pre-evaluation questionnaire requirements including oversight of the GS input in Q2.</li> </ul>	Achieved	
	<ul style="list-style-type: none"> <li>Monitor and assess the implementation of the Rosters and Duty Management System</li> </ul>	Policing Strategy and Performance	<ul style="list-style-type: none"> <li>Monitor and assess the implementation of the Rosters and Duty Management System</li> </ul>	Achieved	
	<ul style="list-style-type: none"> <li>Participate in the process to review the Disciplinary Regulations</li> </ul>	Legal, Policy and Research	<ul style="list-style-type: none"> <li>Prepare the Policing Authority input to the new legislation by the Department of Justice and Equality (scheduled for Q4)</li> </ul>	Not achieved due to factors outside PA control - carried forward to 2020	The draft legislation had not been received by year end.

Priority	Performance Indicators <sup>(1)</sup>	Lead Division	Actions	Position at Year end	Notes
15) Continue to gain an understanding of Garda Síochána resourcing, the manner in which resources are expended and the link with performance	<ul style="list-style-type: none"> <li>Participation in Joint Working Group on Garda Resources on a monthly basis</li> </ul>	Governance, Corporate Services & Appointments	<ul style="list-style-type: none"> <li>Attend the working group and any subgroups on reporting or monitoring</li> <li>Develop an approach to the review of the monthly reporting for the Reform and Resources group</li> <li>Oversee and contribute as appropriate to the review of the Garda Síochána Finance function</li> <li>Participate in the steering group for any relevant DPER or Garda Síochána spending or other reviews</li> </ul>	Achieved	
	<ul style="list-style-type: none"> <li>Provision of advice to the Minister on the adequacy of Garda Síochána Resources by 31 July 2019</li> </ul>	Governance, Corporate Services & Appointments	<ul style="list-style-type: none"> <li>Draft and submit advice to the Minister</li> </ul>	Achieved	
16) Contribute to the Government programme on policing reform	<ul style="list-style-type: none"> <li>Establish Authority structures and capacity to contribute to the programme on policing reform in Quarter 1 2019</li> </ul>	Chief Executive	<ul style="list-style-type: none"> <li>Support the Policing Reform Working Group established by the Authority to facilitate an agile Authority response between meetings to matters arising in the context of Authority's engagement with the Government's Policing Reform Programme.</li> </ul>	Achieved	
	<ul style="list-style-type: none"> <li>Advise the Minister and Implementation Group as appropriate as the details of the Government decision are developed</li> </ul>	Chief Executive	<ul style="list-style-type: none"> <li>Advise the Minister and Implementation Group as appropriate as the details of the Government decision are developed</li> </ul>	Achieved	
	<ul style="list-style-type: none"> <li>Consider a review of the Code of Ethics for the Garda Síochána in the context of legislative proposals for Garda oversight</li> </ul>	Chief Executive	<ul style="list-style-type: none"> <li>Consider a review of the Code of Ethics for the Garda Síochána in the context of legislative proposals for Garda oversight</li> </ul>	Achieved	
	<ul style="list-style-type: none"> <li>Advance proposals for change on an administrative basis where practicable</li> </ul>	Chief Executive	<ul style="list-style-type: none"> <li>Advance proposals for change on an administrative basis where practicable</li> </ul>	Achieved	

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

#### 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

GSPSU - 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



AN TÚDARÁS PÓILÍNEACHTA  
POLICING AUTHORITY

# REVIEW OF 2019

## 15

**AUTHORITY MEETINGS**

## 25

**COMMITTEE MEETINGS**



### YOUTH DIVERSION

Scrutinised interim and final reports on Garda Síochána Youth Diversion Programme.

Held an additional Authority meeting in public to discuss topic in January.

Maintained focus on the related Garda disciplinary outcomes.



### HOMICIDE REVIEW

Maintained focus on the Homicide Investigation Review.

Discussed at 6 Committee meetings and 6 Authority meetings. Final report received in November and oversight of implementation of recommendations will continue.



### CODE OF ETHICS

Raised concerns regarding numbers who had signed the Code of Ethics.

Monitored embedding of the Code. Engaged on the Culture Audit outcomes and elicited Commissioner's vision for culture in the Garda Síochána.

## POLICING PLAN OVERVIEW OF EVIDENCING

Conducted a comprehensive evidencing programme that reviewed the progress of all 103 initiatives within the Policing Plan. Results of this evidencing programme were discussed with senior members and staff of the Garda Síochána at Committee and Authority meetings.

# 81

**ENGAGEMENTS**

# 264

**EVIDENCING ACTIONS**

## SENIOR GARDA APPOINTMENTS

# 1

**EXECUTIVE DIRECTOR**

# 9

**CHIEF SUPERINTENDENTS**

# 28

**SUPERINTENDENTS**

# 10

**PRINCIPAL OFFICERS**



AN TÚDARÁS PÓILÍNEACHTA  
POLICING AUTHORITY

# REVIEW OF 2019

## 3

**SPECIAL EVENTS**

## 11

**PUBLICATIONS**

## 12

**STAKEHOLDER MEETINGS**



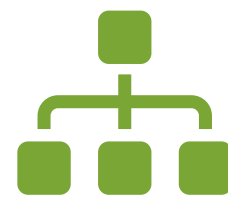
### PUBLIC ORDER POLICING

Published a review of Public Order Policing in Ireland, which was carried out on the Authority's behalf by the Garda Inspectorate. Interrogated the findings with the Garda Síochána at a meeting in public.



### ROADS POLICING

Monitored and assessed the implementation of 30 recommendations relating to Fixed Charge Notices and Mandatory Intoxicant Testing. Challenged the Garda Síochána regularly on driver training.



### STRUCTURE OF GARDA SÍOCHÁNA

Engaged with the Garda Síochána on significant structural change, including the new Operating Model, and workforce change. Emphasised the need for urgent and continued attention to the enablers of change — ICT, Finance, HR, and Accommodation.



### BURSARY

Awarded two inaugural bursaries to a total value of €35,000

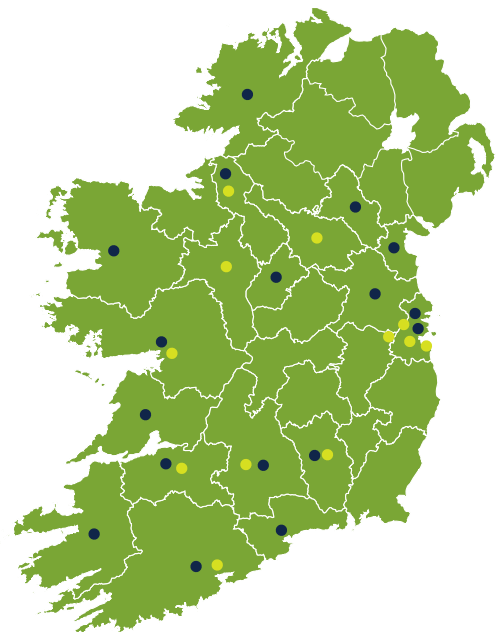


### VICTIMS RESEARCH

Awarded a contract to undertake research on the experiences of victims of crime

### REVIEW

Commissioned review of the Garda Síochána Adult Caution Scheme



- JOINT POLICING COMMITTEE MEETINGS ATTENDED
- PERFORMANCE ACCOUNTABILITY FRAMEWORK MEETINGS ATTENDED

## ORGANISATION INFORMATION

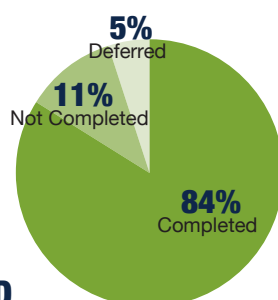
**NEW WEBSITE LAUNCHED IN MARCH**



**33 EMPLOYEES**

**€2.7m FORECAST SPEND**

## CORPORATE PRIORITIES



### Appendix 3 – Competition Statistics for Senior Garda Appointments 2019

Selection Competition: Chief Superintendent 2019					
By rank	No. of Applicants	By gender	No. of Applicants	By Employing Organisation	No. of Applicants
Superintendent	51	Male	50	Garda Síochána	56
Other ranks	6	Female	7	PSNI	1
<b>Total</b>	<b>57</b>	<b>Total</b>	<b>57</b>	<b>Total</b>	<b>57</b>

Selection Competition: Superintendent 2019					
By rank	No. of Applicants	By gender	No. of Applicants	By Employing Organisation	No. of Applicants
Inspector	92	Male	79	Garda Síochána	89
		Female	13	PSNI	3
<b>Total</b>	<b>92</b>	<b>Total</b>	<b>92</b>	<b>Total</b>	<b>92</b>

2019 Panels established and Appointments			
Rank	No. of candidates on panel	No. of candidates appointed (at 31/12/19)	Date of Expiry of Panel
Chief Superintendent	10	0	26/11/20
Superintendent	32	10	23/07/20



## Appendix 4 - Summary Financial Report 2019

A summary of expenditure in 2019<sup>9</sup> on the Authority's Vote is presented in the table below.

Financial Summary for Policing Authority Vote 2019		
Subhead	Estimate Provision	Expenditure
	€000	€000
<b>A.1. (i) Salaries, Wages and Allowances</b>		
Salaries, etc.	2,176	1,932
Overtime	0	0
<b>Total A.1. (i)</b>	<b>2,176</b>	<b>1,932</b>
<b>A.2. (ii) Travel and Subsistence</b>		
1. Travel and Subsistence	50	49
2. Air Travel Emissions Offsetting Payment	0	0
<b>Total A.2. (ii)</b>	<b>50</b>	<b>49</b>
<b>A.2. (iii) Training and Development and Incidental Expense</b>		
1. Staff Training & Development	60	66
2. Public Relations and Advertising	65	1
3. Public Meetings	40	39
4. Publications, Reports, Periodicals etc.	20	15
5. Entertainment	10	18
6. Miscellaneous	335	246
7. Members Fees and Expenses	215	252
<b>Total A.2. (iii)</b>	<b>745</b>	<b>637</b>
<b>A.2. (iv) Postal and Telecommunications Services</b>	11	1
Postal Services	39	11
Telecommunications	50	12
<b>Total A.2. (iv)</b>		
<b>A.2. (v) Office Equipment and External IT Services</b>		
1. Computer, etc. (Current)	105	133
2. Office Machinery & Stationary	20	17
<b>Total A.2. (v)</b>	<b>125</b>	<b>150</b>
<b>A.2. (vi) Office Premises Expenses</b>		
1. Maintenance	39	35
2. Heat, Light & Fuel	36	27
3. Furniture & Fittings	55	2
<b>Total A.2. (vi)</b>	<b>130</b>	<b>64</b>
<b>A.2. (vii) Consultancy Services and Value for Money and Policy Reviews</b>	100	1
<b>Total Expenditure</b>	<b>3,376</b>	<b>2,845</b>
<b>less</b>		
<b>B. Appropriations-in-Aid.</b>		
Pension Levy	52	65
<b>Total A-in-A</b>	<b>52</b>	<b>65</b>
<b>Net Expenditure</b>	<b>3,324</b>	<b>2,780</b>

<sup>9</sup> 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 2019 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 fourth year of operation. In this context, I note that a large proportion of the Authority’s expenditure in 2019 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 2019, the Authority continually had regard to the operation of its risk management system to identify business risks and to evaluate their implications. The operation of the Risk Management system is overseen by the Audit and Risk Committee. Risk is a standing agenda item at monthly Authority meetings where the Risk Management report is reviewed, high risks and mitigation actions are monitored and risk is addressed in the context of all significant Authority decisions.

The procedures for monitoring the effectiveness of internal controls include:

### **Audit and Risk Committee**

The Audit and Risk Committee met on 4 occasions in 2019. The Annual Report of the Committee was presented to the Authority and is available to view on the Authority’s website. I am satisfied that the Committee discharged its role appropriately during the year.

This Statement is reviewed by the Audit and Risk Committee and by the Authority to ensure that it accurately reflects the control system in operation during the reporting period. This assessment is supported by a review of the internal controls system, which was carried out by the Internal Audit provider in January 2020.

### **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 Department's Accounting Officer of the adequacy of these systems and related internal controls. Further operational systems for the management of information by the Authority are in place or being developed in line with business activities and requirements.

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

A review of the effectiveness of the system of internal controls was conducted by Internal Audit in January 2020.


### **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. The contract was extended for one year under the terms of the existing contract. Four internal audits were carried out in 2019. In addition a review of effectiveness and control was carried out in January 2020.

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 2019, and associated internal audit reports, in particular the annual review of internal controls undertaken in January 2020;
- 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.



**Bob Collins**  
**Chairperson**

**31 March 2019**

## Appendix 7 – Energy Usage 2019

### 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 by one over the year of 2019, with 33 members of staff in place at 31 December 2019.

The Authority is committed to the all-of-Government plan for carbon abatement.

All appropriate procedures for managing energy usage were in place within the Authority in 2019, including:

- The Authority has continued its efforts to minimise energy usage and has a number of initiatives in place including encouraging staff to use the stairs whenever possible and ensuring that all appropriate electrical equipment and all lighting and heating is switched off at close of business each day.
- Timers have been fitted to water heaters and to the water boiler which has reduced energy consumption for these items by 67%.
- A Green Team has been put in place to drive ideas for improvements.
- 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.

The Authority was represented at the Justice Sector Energy Performance Officers' Forum and the 2020 Public Sector Energy Forum and values all opportunities to learn and identify ideas and measures to increase energy efficiency and contribute to carbon reduction and other green initiatives.

**The Policing Authority can be contacted:**

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