



An Roinn Dlí agus Cirt  
Department of Justice



AN TÚDARÁS PÓILÍNEACHTA  
POLICING AUTHORITY

**Department of Justice**

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**Policing Authority**

**Oversight Agreement 2022-23**

# **1. Introduction**

## **1.1 Scope of this Agreement**

This Oversight Agreement has been drawn up by the Department of Justice (“the Department”) in consultation with the Policing Authority (“the Authority”), in accordance with the Code of Practice for the Governance of State Bodies (the “Code of Practice”). It succeeds the previous Oversight Agreement 2020-22 between the two parties.

This Agreement defines the key roles responsibilities and supports that underpin the relationship between the Authority and the Department. In addition, the Authority has its own Governance Framework, which sets out the broad governance and accountability framework within which the Authority operates and which is referenced as appropriate in this agreement.

A separate Performance Delivery Agreement (“PDA”) is agreed annually under the governance architecture provided by this Oversight Agreement.

## **1.2 Background and context**

### *1.2.1 Role of the Authority*

The Authority was established to oversee the performance of An Garda Síochána in relation to policing services in Ireland under An Garda Síochána (Policing Authority and Miscellaneous Provisions) Act 2015, which amends An Garda Síochána Act 2005 (“the Act”). Subject to the Act, the Authority is independent in the performance of its functions.

The overarching role of the Authority is to oversee the performance by An Garda Síochána of its functions relating to policing services. The Act provides that in doing so, the Authority shall:

- Set priorities and performance targets for An Garda Síochána;
- Approve a Strategy Statement and Annual Policing Plan submitted by An Garda Commissioner;
- Keep under review:
  - a. the performance by An Garda Síochána of its functions;
  - b. the arrangements and strategies in place to support and enhance the performance of those functions;
  - c. the adequacy of:
    - i. the corporate governance arrangements and structures within An Garda Síochána;
    - ii. the arrangements for the recruitment, training and development of the members and members of the civilian staff of An Garda Síochána;
    - iii. the mechanisms in place within An Garda Síochána for the measurement of performance and accountability of such members and staff; and
    - iv. the arrangements for managing and deploying the resources available to An Garda Síochána so as to ensure the most beneficial, effective and efficient use of those resources;
- Hold so many meetings with the Garda Commissioner as are necessary for the performance of its functions, at least four of which each year may be attended by the public and the media be permitted to broadcast;

- Keep itself generally informed as to:
  - a) complaints made against members of An Garda Síochána and the application of the Disciplinary Regulations; and
  - b) trends and patterns in crimes committed;
- Undertake, commission or assist in research projects in respect of matters relating to policing services, which in the opinion of the Authority, may:
  - a) promote an improvement in standards for those matters and public awareness of them; or
  - b) contribute to a reduction in the number of complaints against members of An Garda Síochána in relation to those matters;
- Monitor and assess measures taken by An Garda Síochána in relation to recommendations made in a report of the Garda Síochána Inspectorate.

The Act provides for a number of other discrete functions which include:

- Responsibility for:
  - a) nominating 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;
  - b) appointing persons to the ranks of Garda Superintendent, Chief Superintendent and Assistant Commissioner;
  - c) approval of the appointment by the Garda Commissioner of civilian staff;
  - d) appointment of the civilian staff of An Garda Síochána of grades equivalent to or above that of Chief Superintendent; and
  - e) removing or recommending the removal of members of An Garda Síochána at those ranks for stated reasons relating to policing services (this section of the Act is not yet commenced);
- Issuing guidelines to Local Authorities and the Garda Commissioner concerning the establishment and maintenance of Joint Policing Committees (JPCs) and convening meetings of JPC chairpersons for the purpose of coordinating or facilitating the performance of their functions;
- Provision of information and advice to the Minister on a range of issues including:
  - a) Matters relating to policing services and, in particular, matters relevant to the accountability of the Government to the Oireachtas;
  - b) The resources that are likely to be required by An Garda Síochána to perform its functions in each forthcoming financial year;
  - c) Measures taken by An Garda Síochána in relation to recommendations made in a report of the Garda Síochána Inspectorate;
  - d) Developments in respect of matters relating to policing services and
  - e) Recommendations to assist the Minister in co-ordinating and developing policy in that regard; and
  - f) Best policing practice;
- Promotion of the policing principles and public awareness of matters relating to policing services and support the continuous improvement of policing in the State.

### 1.2.2 The Authority's Vision, Mission and Values

The Authority's 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. Its mission is 'to drive excellent policing through valued and effective oversight and governance'. The vision is underpinned by the Authority's stated values of integrity, transparency, independence, courage, fairness, respect, acting in the public interest and listening.

### 1.2.3 Strategic fit within Justice sector

One of the Department's strategic goals<sup>1</sup> is to "Tackle crime, enhance national security and transform policing". The Authority supports this goal by providing oversight of the performance of An Garda Síochána in carrying out its policing duties.

### 1.2.4 Key interactions with the Department

While other functional areas of the Department (e.g. Corporate, Transparency) have dealings with the Authority as required, the relationship is primarily embodied in the interactions between the Authority and the Department's Criminal Justice Governance function, which has primary Departmental responsibility for the governance of all criminal justice bodies/agencies under the aegis of the Minister. It comprises seven Principal Officer-led units each of which has specific dealings with the Authority, as follows:

<i>Unit</i>	<i>Purpose</i>
<b>Criminal Justice Performance and Compliance</b>	To support and monitor the Authority's compliance with its corporate governance obligations and its achievement of agreed objectives in the context of the resources provided, and to manage the governance relationship on an ongoing basis.
<b>Governance Standards</b>	Develop and promote consistent approaches to the Department's governance of criminal justice agencies, propose/advise on new governance structures as required, and put in place appropriate oversight agreements and performance targets.
<b>Financial and Capital Resources</b>	To oversee the financial (current and capital), infrastructural and ICT resource management of the Authority, and to manage approvals for the accompanying resources.
<b>Human Resources and Appointments</b>	Advise and consult on strategic HR issues and requirements, and oversee senior and board recruitment/appointments for particular bodies and agencies.
<b>Garda Performance and Compliance</b>	To support, monitor and appraise An Garda Síochána's overall performance and compliance with its corporate governance obligations, to manage the AGS/Department governance relationship on an ongoing basis, and to liaise with the Authority and other Garda oversight bodies on related matters as required.
<b>Policing Legislative Framework</b>	To develop, via the Policing, Security and Community Safety Bill, a new statutory governance and oversight

<sup>1</sup> This strategic goal is contained in the Department's Strategy Statement 2021-2023.

	framework for policing in line with the recommendations of the report of the Commission on the Future of Policing in Ireland.
<b>Policing Legislation Implementation</b>	To develop preparatory structures for implementation of the Policing, Security and Community Safety Bill and to coordinate and project-manage the overall implementation plan.

## **2. Corporate Governance Arrangements and Obligations**

### **2.1 Roles and responsibilities**

#### *2.1.1 Members of the Authority*

The Authority members are appointed by the Government following selection processes run by the Public Appointments Service (PAS) on the invitation of Government. The Act provides for the Authority to have a total of nine members – a Chairperson and eight ordinary members. The Act further provides that in recommending persons to the Government as suitable for appointment to the Authority, PAS shall have regard to the desirability of members possessing appropriate knowledge and experience of the following:

- Policing matters
- Human rights and equality matters
- Public sector administration
- Board management and corporate governance
- Work undertaken by voluntary groups with local communities, in particular work to promote safety in the community, prevent crime or promote awareness of other issues that are relevant to policing services.

Members of either House of the Oireachtas, MEPs, members of Local Authorities, serving members or staff of An Garda Síochána, and members of GSOC or the Garda Inspectorate are not eligible to be members of the Authority.

A member of the Authority may only be removed by the Government on grounds specified in the Act and on foot of a statutory process that includes the passing in both Houses of the Oireachtas of a resolution calling for the member's removal.

#### *2.1.2 Chairperson of the Authority*

The Chairperson of the Authority is responsible for:

- Setting the Authority's agenda and ensuring its focus on strategic issues;
- Having an effective relationship with the Minister and keeping the Minister advised of matters arising in respect of the Authority;
- Promoting a culture of openness and debate by facilitating the effective contribution of Members and ensuring constructive relations between the Authority's members and its Executive;
- Agreeing and overseeing the Chief Executive's short- and long-term performance objectives and facilitating his/her professional development;
- Ensuring that the members receive accurate, timely and clear information;
- Ensuring effective communication with stakeholders.

### 2.1.3 Chief Executive

The Authority is supported by an Executive which comprises a core team of administrative staff led by a Chief Executive Officer (CEO). The Act provides that the CEO is appointed by the Authority with the consent of the Minister and the Minister for Public Expenditure and Reform. The Act further provides that the CEO shall:

- a) Implement the policies and decisions of the Authority,
- b) Manage and control generally the staff, administration and business of the Authority, and;  
Perform such other functions (if any) as may be required by the Authority or as may be authorised under the Act.

### 2.1.4 Accounting Officer

The Authority has its own Vote (Vote 41) within the Justice Group of Votes, and its own Accounting Officer. Section 62R of the Act provides that the CEO is the Accounting Officer in relation to the appropriation accounts of the Policing Authority for the purposes of the Comptroller and Auditor General Acts 1866 to 1998. As Accounting Officer, the CEO is responsible for the safeguarding of public funds and property under his or her control and is accountable in this respect to the Committee of Public Accounts (PAC) and other Oireachtas Committees.

### 2.1.5 Minister for Justice

While the Authority is responsible for oversight of the performance by An Garda Síochána of its policing services, the Garda Commissioner is statutorily accountable to the Minister for the performance of his/her functions and those of An Garda Síochána. The Minister and the Government are ultimately accountable to the Oireachtas for the performance of An Garda Síochána and also of the Authority itself as a Government body under the aegis of the Minister. The Act provides that the Authority shall, *inter alia*:

- Inform the Minister of matters relevant to the accountability of the Government to the Oireachtas;
  - Provide information and advice to the Minister on matters relating to policing services;
  - Advise the Minister before each financial year with regard to the resources that the Garda Síochána is likely to require to perform its functions in that financial year;
  - Keep the Minister informed of developments relating to policing services and make recommendations to assist the Minister in developing related policy;
  - Advise the Minister with regard to best policing practice;
  - Submit a strategy statement to the Minister every three years;
  - Submit to the Minister an annual report on the Authority's activities in the preceding year;
  - Submit to the Minister, every five years from the date of its establishment, a report reviewing the general performance of the Authority's functions in the preceding five years;
- On the request of the Minister, prepare and submit to the Minister as soon as practicable a report on any matter relating to policing services.

## 2.2 Adherence to relevant Governance Codes and Standards

### 2.2.1 Code of Practice for the Governance of State Bodies

As an agency operating under the aegis of the Minister, the Policing Authority is subject to a range of statutory and corporate governance obligations including under the Code of

Practice. The Authority will ensure that all the necessary obligations are fully complied with and the Department will satisfy itself, through the reporting and monitoring arrangements set out in this agreement, that all the requirements of the Code are properly implemented and observed.

### 2.2.2 Corporate Governance Standard for the Civil Service

As the Authority has its own Vote and Accounting Officer, it is required to prepare a Governance Framework in accordance with the Corporate Governance Standard for the Civil Service. The Authority's Governance Framework, as revised in October 2021, sets out the relevant arrangements in detail.

## 2.3 Statement of Strategy

A Statement of Strategy for the period 2022-24 will be published in early 2022. (The Authority's previous Statement of Strategy covered the period 2019-2021 and is available on its website, [www.policingauthority.ie](http://www.policingauthority.ie).)

## 2.4 Audit and Risk Management

The internal audit function for the Authority is outsourced to an external service provider following a procurement process. An Audit and Risk Committee, consisting of two members external to the Authority together with one Authority member<sup>2</sup>, was established in July 2016 under an Audit and Risk Committee Charter, which requires that the Committee meet at least four times each year. The Committee provides independent advice to the Authority and the Accounting Officer regarding (*inter alia*) the suitability and robustness of the organisation's internal control, internal audit, risk management and governance systems and procedures.

The Authority has a comprehensive risk management policy in place. Its 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 also reviewed by the Audit and Risk Committee each quarter, while the Authority reviews the full register at least once per annum. Risk management is a standing item on the Authority's monthly meeting agenda, with a monthly risk management report reviewed and specific risks discussed. Risk, and associated mitigation measures, are addressed in the context of all significant Authority discussions and decisions. Procedures to manage risk are in place throughout the organisation and are a standing agenda item at management, team, staff and project meetings.

A summary of key risks identified and managed by the Authority as part of its risk management system will be provided to the Department routinely and at least as part of each governance meeting.

## 2.5 Other key obligations and arrangements

The Authority will comply with the applicable statutory governance obligations and with other requirements as set out in the Code of Practice for the Governance of State Bodies,

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<sup>2</sup> 'Comply or Explain': Having regard to the proposals to establish a new oversight body to replace the Authority, it has been agreed that it is acceptable that the Authority's Audit Committee continue to consist of three members, at least one of whom will be a non-executive member of the Authority and at least one of whom will be an independent external member. [This will be reviewed in the context of future review of the Audit and Risk Committee Charter and evaluation of the effectiveness of the Committee.]

the Corporate Governance Standard for the Civil Service and relevant DPER Circulars and Guidance. The Authority will set out in its Governance Framework the arrangements in place to meet these obligations and will report on their implementation to the relevant authorities as required, including via the Authority's Annual Report. Relevant matters in this regard include but are not limited to:

- Procurement and financial management obligations;
- Internal control and risk management;
- Obligations under the Ethics in Public Office legislation;
- Protected Disclosures;
- Human rights and equality obligations and initiatives;
- Quality Customer Service;
- Provision of information to Members of the Oireachtas;
- Environmental and energy management issues.

## **2.6 Reporting requirements under statute and the Code of Practice**

### *2.6.1 Annual Report*

In accordance with section 62O of the Act, the Authority shall submit to the Minister, not later than three months after the end of the relevant year, an Annual Report on its activities in the immediately preceding year. The Minister shall lay the Report before both Houses the Oireachtas as soon as practicable thereafter.

In line with the applicable provisions of Appendix A of the 'Code of Practice for the Governance of State Bodies – Business and Financial Reporting Requirements', the Annual Report shall include the following (*inter alia*):

- An explanatory note on any derogations (as agreed between the Authority and the Department) from the applicable provisions of the Code of Practice.
- The names of the Chairperson, the CEO and members of the Authority and its committees.
- The number of meetings of the Authority and its committees, and the attendance of each Authority member at Authority meetings.
- A statement of the fees paid to members of the Authority and its committees.
- A statement of how the Authority operates, including which types of decisions are to be taken by the Authority members and which are to be delegated to management.
- A statement of how the performance evaluation of the Authority and its committees has been conducted.
- Confirmation that the Authority has carried out an appropriate assessment of its principal risks (including a description of those risks where appropriate and the associated mitigation measures or strategies).
- Confirmation from the Chairperson that the organisation is adhering to the relevant aspects of the Public Spending Code.
- A statement on the system of internal control in the Authority, addressing all applicable items listed in Appendix D of the Code of Practice for the Governance of State Bodies – Business & Financial Reporting Requirements'.



### *2.6.2 Chairperson's Comprehensive Report to the Minister*

In conjunction with the submission of the Authority's Annual Report, the Chairperson will furnish a Comprehensive Report to the Minister in accordance with the applicable provisions of section 1.9 and Appendix C of the 'Code of Practice for the Governance of State Bodies – Business & Financial Reporting Requirements'. The purpose of this Report is to provide assurance that the necessary systems of internal control, risk management and other areas of compliance are operating effectively in the body. In line with the Code of Practice, the aforementioned statement on the system of internal control forms part of the Chairperson's Comprehensive Report in addition to its inclusion in the Authority's Annual Report.

### *2.6.3 Appropriation Accounts*

As Accounting Officer for the Authority, the Chief Executive shall ensure that the duties and responsibilities of the Accounting Officer are discharged in accordance with the Exchequer and Audit Departments Act, 1866 (as amended by the Comptroller and Auditor General (Amendment) Act, 1993), the Public Financial Procedures, the Role and Responsibilities of Accounting Officers guidelines and other requirements laid down by the Minister for Public Expenditure and Reform. Further details of the Accounting Officer's functions are available in the Authority's Governance framework.

## **3. Monitoring arrangements and key interactions**

### **3.1 Formal governance meetings**

In accordance with the Department's policy on the monitoring of governance arrangements in relation to the organisations within its remit, Criminal Justice Governance will hold two formal governance meetings with the Authority per year (or more if so requested by either party to the agreement). These meetings will consider, as required, the matters listed in section 2.5 above and also:

- Delivery of the Authority's Strategic Plan and its annual business plan(s);
- Progress on achieving the targets set out in the annual PDA;
- Budgetary matters;
- Human resource issues including staffing, training and industrial relations matters;
- Data Protection and cybersecurity;
- Significant findings/recommendations in Internal Audit or C&AG reports, and how these are being addressed;
- Any internal governance-related issue of particular note or concern;
- Any matter that might impact on the reputation of the Authority;
- Any other matter comprehended in, or arising from, this Agreement.

### **3.2 Financial Management Committee**

The Authority will participate in the monthly meetings of the Financial Management Committee, which is chaired by the Department's Head of Corporate Affairs and includes representatives from across the Justice Group of Votes.

### **3.3 Joint Working Group on Resources for An Garda Síochána**

This Group comprises senior personnel from the Department, the Authority, An Garda Síochána, DPER and the Department of the Taoiseach. The Group currently meets monthly to review the following:

- The current position of the Garda Vote, any divergence from budgeted expenditure, and plans to address these divergences;
- HR matters including the workforce plan, redeployment and civilian recruitment;
- The Garda fleet and related strategy;
- ICT infrastructure and related project updates;
- Estate management and capital projects;
- Any other relevant financial matters, including (but not limited to) the costed Policing Plan and the review and reform of the Garda finance function.

### **3.4 Tripartite meeting with Garda Commissioner**

A formal governance meeting between the Secretary General of the Department, the Chairperson of the Authority and the Garda Commissioner shall be convened if so requested by any of these parties to address specified and significant issues that impact upon relevant responsibilities of the three parties and the relationship between them.

### **3.5 Other interactions**

Outside of the aforementioned meetings there will be regular, less formal interactions between the Authority and the Department in accordance with their business needs and commitments. In this context, informal and unscheduled contact (forms an integral part of their relationship.

## **4. Commitments**

### **4.1 Mutual Commitments**

Each party will:

- Proactively consider the other's role and responsibilities in relation to An Garda Síochána, keep each other apprised of key issues and developments, and consult/ include each other in relevant matters as appropriate. This may from time to time involve including each other in mutually relevant meetings/engagements with An Garda Síochána.
- Be proactive and timely in communicating on (a) relevant matters including significant public announcements, media engagements and publications and (b) specific information requests and responses to meet the Minister's obligations to the Oireachtas or to inform Ministerial responses to representations, media queries etc. This will be underpinned by a 'no surprises' approach to matters of mutual interest or concern.
- Support adherence to corporate governance obligations under this Oversight Agreement and the achievement of targets under the annual PDA.
- Engage constructively on the transitional arrangements relating to the Authority under the proposed Policing, Security and Community Safety Bill.

### **4.2 Departmental commitments**

The Department will:

- Seek, via the annual Estimates campaign, to secure sufficient resources for the activities of the Authority;
- Support the Authority, as appropriate and necessary, in relation to sanction requests to D/PER in line with public financial procedures and policies on public service numbers;

- Take due account of the Authority's role and statutory functions and ensure that the Authority is included/consulted as appropriate in all relevant matters;
- Support the Authority through access to media monitoring and other information services and the appropriate provision of administrative shared services under Service Level Agreements as applicable, consistent with maintaining the independence of the Authority;
- Support the Authority in effecting the timely and smooth transition of its managed desktop service to the Office of the Government Chief Information Officer;
- In preparing the specification for a role as a member of the Authority, consult with the Chairperson on the specific skills that are required;
- Engage constructively and consultatively with the Authority in giving effect to transitional arrangements relating to the Policing, Security and Community Safety Bill.

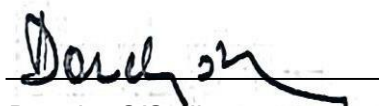
### **4.3 Policing Authority commitments**

The Authority will:

- Provide timely, relevant and appropriately detailed information to facilitate the monitoring of this Oversight Agreement and the annual PDA, including in the context of the formal governance meetings;
- Return relevant and appropriately detailed performance information for inclusion in the Revised Estimates for Public Services volume;
- More generally, in keeping with the 'no surprises' principle and in the interests of partnership with the Department, the Authority will ensure that significant governance-related issues or concerns are brought formally to the attention of Criminal Justice Governance at the earliest possible opportunity.

## **5. Duration and signatories to the Agreement**

Doncha O'Sullivan, Assistant Secretary, Department of Justice, and Helen Hall, Chief Executive, Policing Authority, affirm that this Oversight Agreement shall be in effect from the date hereunder until 31 December 2023 or until such time as the Authority is formally dissolved in accordance with the relevant provisions of the proposed Policing, Security and Community Safety Bill, whichever is sooner.

  
 Doncha O'Sullivan  
 Assistant Secretary  
 Department of Justice

  
 Helen Hall  
 Chief Executive  
 Policing Authority

**Date: 24th February 2022**

## Oversight Agreement Addendum

This Amending Agreement dated [29 January 2024]

Between: Carole Sullivan, Assistant Secretary (Acting), the Department of Justice  
and

Helen Hall, Chief Executive, Policing Authority

### Oversight Agreement 2022-2023

This Addendum between the Department of Justice and the Policing Authority is being appended to the Oversight Agreement 2022-2023, which was signed, by both parties and dated 24 February 2022.

The Parties agree to extend the current Oversight Agreement 2022-23 beyond 31 December 2023 for continued implementation, without amendment, until the commencement of the structural oversight provisions of the Policing, Security and Community Safety Act 2024.

### No Amendments

The terms and conditions of the Oversight Agreement 2022-23 will remain unchanged, as appropriate.

### Signatories to this Agreement

Carole Sullivan, Assistant Secretary (Acting), Department of Justice, and Helen Hall, Chief Executive, Policing Authority, affirm that this Addendum to the Oversight Agreement 2022-2023 will be in effect from the date hereunder until the commencement of the structural oversight provisions of the Policing, Security and Community Safety Act 2024.



*Carole Sullivan*  
*Assistant Secretary (Acting)*  
*Department of Justice*



*Helen Hall*  
*Chief Executive*  
*Policing Authority*

Date: 9 February 2024

Date: 14 February 2024