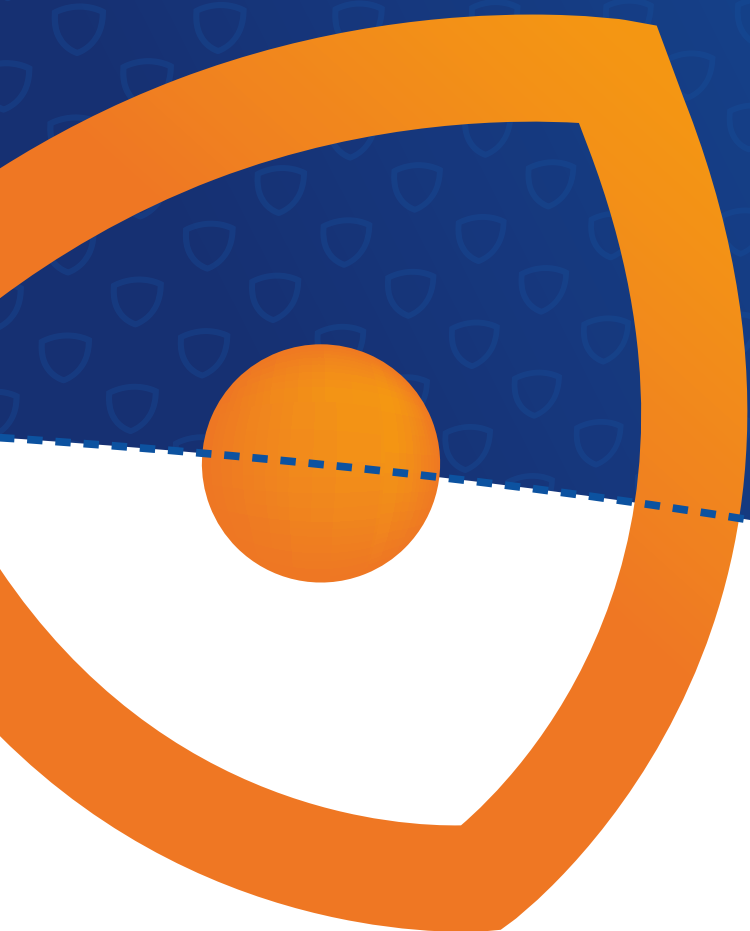




An tÚdarás Slándála Príobháidí
The Private Security Authority

Annual Report 2016



Our Mission

To regulate the activities of those involved in the private security industry to ensure that the interests of consumers are fully protected through the establishment, promotion, monitoring and enforcement of appropriate standards.



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Opening Statement by Noel Lappin, Chairman and Paul Scallan, Chief Executive



Mr. Noel Lappin

We are delighted to present the 2016 Annual Report of the Private Security Authority which charts our progress through 2016. This is the final report of the current Board and as such is a milestone in the history of the Authority. In previous reports we have highlighted the impact that our limited resources have had on the roll out of regulation. In 2016, the Board established a sub-committee to address the issue. We obtained additional staff and funding from the Department and completed a review of the business processes of the Authority. This review will form the foundation of our business model for the future.



Mr. Paul Scallan

We continued to deliver on our mandate during 2016. Following a public consultation earlier in the year we announced a timeframe for the licensing of locksmiths. We launched an online renewal system for individuals and are continuing to develop our IT and on-line systems. We established a Training Providers Forum and commenced a review of the standard required for Access Control licensing. Progress was also made in the development of new training requirements for the Door Supervisor, Event Security and Security Guard sectors.

Looking forward to 2017 and the appointment of a new board, one of the first tasks for the new board will be the development of a new strategic plan. This new plan will have to take account of the continuous developments in the industry and the implications these will have on the Authority. It will also need to consider the regulatory priorities over the next few years with the licensing of Event Security staff being of critical importance.

Engagement with our different stakeholders is of vital importance to us. We continued to meet with licence holders and representative bodies and built new relationships with those who interact with the security industry at different levels. We have plans to expand on these relationships in 2017 by providing a forum for discussion and consultation with all interested parties.

We would like to thank all those who contributed to our work during the year, our Board members who continued to shape the future of the Authority, our staff whose continuing commitment to our role is exceptional and all those who in some form or another have contributed to our work in 2016.

The Role of the Private Security Authority

The Private Security Authority (PSA), which was established by the Private Security Services Acts 2004 and 2011, is responsible for the regulation of the private security industry. Our role is to protect the public and clients of the security industry by promoting a quality regulatory environment for businesses and individuals working in the security industry. The PSA is charged with introducing, controlling and managing a comprehensive standard based licensing system for the private security industry. The key responsibility of the PSA is to licence those providing security services and the main objective is to improve and maintain standards and qualifications in the provision of these services. The PSA works in partnership with both employers and employees in raising standards in the industry to the benefit of the consumer, public and society.



PSA Head Office, Tipperary Town

During the year we completed preparatory work on the licensing of Locksmiths and announced the 1st February 2017 as the critical date for the licensing of contractors in the sector. When licensed, 91% of all businesses will be regulated and we are aiming to complete the remaining areas of contractor licensing over the next 18 months. Work on extending the licensing of individuals beyond the three sectors currently licensable, i.e. security guarding, door supervisor, and cash-in-transit, continued with a focus on training requirements for the electronic security, event and monitoring sectors. It is our aim to announce timeframes for the licensing of these sectors during 2017.

Our work on improving standards and qualifications in the provision of security services took on a new focus during 2016 with us developing a closer relationship with training providers while strengthening our oversight of the certification bodies. The provision of training and certification are integral parts of the licensing regime. We are determined to ensure that both processes are robust enough to support regulations and meet our requirements as a regulator.

The principal functions of the PSA are:

<ul style="list-style-type: none">• Controlling and supervising people who provide security services and maintaining and improving standards in the provision of those services.
<ul style="list-style-type: none">• Granting and renewing licences.
<ul style="list-style-type: none">• Issuing identity cards to licensees.
<ul style="list-style-type: none">• Suspending and revoking licences.
<ul style="list-style-type: none">• Establishing and maintaining a register of licensees.
<ul style="list-style-type: none">• Specifying standards to be observed in the provision of security services.
<ul style="list-style-type: none">• Specifying qualifications or requirements for the granting of licences.
<ul style="list-style-type: none">• Undertaking or commissioning research projects and activities necessary for the planning, development and provision of those services.
<ul style="list-style-type: none">• Investigating security services being provided by any person.
<ul style="list-style-type: none">• Establishing and administering a system of investigation and adjudication of complaints.
<ul style="list-style-type: none">• Monitoring the provision of private security services generally.
<ul style="list-style-type: none">• Liaising with licensees.
<ul style="list-style-type: none">• Advising the Minister for Justice & Equality on matters relating to the above functions and informing the Minister of developments that would assist in developing policy.

Mission and Values

In pursuit of our mandate to protect the public and improve standards within the private security industry we are committed to the following mission and values.

The Mission of the Private Security Authority is:

To regulate the activities of those involved in the private security industry to ensure that the interests of consumers are fully protected through the establishment, promotion, monitoring and enforcement of appropriate standards.

Our Vision is one in which:

Consumers' interests will be protected by a licensed and vetted industry with high standards of performance and expertise. This vision is to be maintained through on-going monitoring of all licensed providers and targeted action against those who breach standards. We envision an industry with;

- Strong enforcement delivering transformation of the industry
- Improved levels of training and education
- Reduced criminality
- Full rollout of licensing to areas not yet licensed

and a Private Security Authority with;

- Sufficient resources to deliver services.
- Enhanced Service Delivery.

These are the values we follow when conducting our business:

- Working in partnership with the Industry and other relevant stakeholders to develop a regulatory framework from which service providers and the general public will benefit.
- Providing excellent customer service to existing licence holders, new applicants for licences and consumers of private security services.
- Reducing costs.
- Conducting our business in a transparent, balanced and proportionate manner.

- Be a model employer by creating an environment in which staff can have adequate resources and develop the skills necessary to perform to the best of their ability and potential.
- Maintaining close working relationships with other bodies/organisations whose business or work is directly impacted by the PSA's remit.
- Providing a safer environment for the general public by ensuring that the potential for criminality within the industry is eliminated.



PSA Board Members

Back Row: Christy Waters, Helen Curley, Padraic Cafferty and Arthur Hall.

Front Row: Mary Rose Kinane, Ann Reid, Noel Lappin, Geraldine Kelly and Freda O'Dowd.

Board of the Authority

Noel Lappin	Chairman
Assistant Commissioner Derek Byrne*	Representative of An Garda Síochána
Padraic Cafferty	Employers Representative
Helen Curley	Representative for the Minister for Jobs, Enterprise and Innovation
Arthur Hall	Employee Representative
Geraldine Kelly	Legal Representative
Mary Rose Kinane	Staff Representative
Freda O'Dowd	Employers Representative
Ann Reid	Discretionary Non Defined Appointee
Marion Walsh	Representative of the Minister for Justice and Equality
Christy Waters	Employee Representative

*Assistant Commissioner Byrne resigned from the Board in November 2016 on his retirement from An Garda Síochána and was replaced by Assistant Commissioner John O' Driscoll.

Senior Management Team

Paul Scallan	Chief Executive
Seamus Burke	Chief Inspector
Colm Hassett	Head of Licensing
Grace Grant	Head of Corporate Affairs

Corporate Governance

The Board and the Chief Executive are committed to ensuring that the PSA acts at all time in accordance with best corporate practice. The PSA is subject to a range of statutory and corporate governance obligations including the following;

- Report of the Working Group on the Accountability of Secretaries General and Accounting Officers (the Mullarkey Report).
- Public Financial Procedures/Public Procurement Procedures.
- Code of Practice for the Governance of State Bodies (2009 & 2016).
- Private Security Services Acts 2004 (as amended).
- PSA Board's own Code of Conduct for Board Members.
- Performance Agreement between the Department of Justice and Equality and the PSA.

While a new Code of Practice for the Governance of State Bodies was published in August 2016 this Annual Report and Financial Statements, except where otherwise highlighted, are published in accordance with the 2009 Code. Future reports and financial statements will be drafted in accordance with the 2016 Code.

In addition to the above, the PSA complies with all other instructions on the matter of corporate governance that may from time to time be issued by the Department on behalf of the Department of Public Expenditure and Reform or other Government Departments thus ensuring that appropriate structures and processes are in place so that the highest level of corporate governance is maintained.

Procedures are in place to ensure that the members of the Board and the staff of the PSA, holding designated positions, comply with the provisions of the Ethics in Public Office Act and the Standards in Public Office Act.

An Audit Committee of the Board reviews and assesses the financial operations of the PSA. The PSA is also subject to audit by the Department of Justice and Equality's Internal Audit Unit and by the Comptroller and Auditor General (C&AG). The Chief Executive Officer (CEO) is also supported by a PSA Audit Team. Procurement is undertaken in accordance with Public Procurement Guidelines in consultation with the Department's Procurement Strategy Group as necessary and policies published by the Department of Finance and Department of Public Expenditure and Reform.

The CEO is responsible to the Board for the performance of his duties and for providing it with such information in relation to the performance of those functions as prescribed by legislation. A Risk Management Report is maintained by the CEO and presented at each Board meeting.

Corporate Governance

The Board of the PSA met on 5 occasions during 2016. The table below summarises the attendance at these meetings:

NAME	15/2/16	04/04/16	13/06/16	19/09/16	21/11/16
Noel Lappin	✓	✓	✓	✓	✓
Ann Reid	X	✓	✓	X	✓
Padraic Cafferty	✓	✓	✓	✓	✓
Freda O'Dowd	✓	✓	✓	✓	✓
Derek Byrne	X	✓	X	X	N/A*
Christy Waters	✓	✓	X	✓	✓
Helen Curley	✓	✓	✓	✓	✓
Mary Rose Kinane	✓	✓	✓	✓	✓
Marion Walsh	✓	✓	✓	✓	✓
Geraldine Kelly	✓	✓	✓	✓	✓
Arthur Hall	X	✓	✓	X	✓

* Assistant Commissioner Byrne resigned from the Board in November 2016 and was replaced by Assistant Commissioner John O Driscoll.

The Audit Committee met with officials from the C&AG's Office on one occasion during the year and with the PSA's accountant in April. The Committee submitted a number of reports to the Board during the year on a range of matters, including:

- The Effectiveness of the System of Internal Financial Control for 2015
- Meeting with C&AG and the C&AG Audit
- Department of Justice & Equality Internal Audit Review of the PSA
- PSA Financial Procedures
- Proposals for a review of Board performance in 2016.

2016 at a Glance

27,544 Individuals Licensed
At Years End
(2015: 28,781)

1,157 Contractors Licensed
At Years End
(2015: 1,006)

Income From Fees
€3,260,198
(2015: €2,713,087)

Launch Of
Online
Renewal System

1,068 Enforcement Cases
(2015: 1,098)

Business Licensing
Extended To
Locksmiths

16,673 Applications
Processed
(2015: 16,249)

40 Staff
(2015: 39)

Strategic Plan 2014 To 2017

The PSA's third strategic plan for the period 2014 to 2017 was launched in September 2014. The strategy seeks to:

- complete the regulation of those remaining areas of the security industry that have not yet been regulated
- set out a strategic direction and timeline for the completion of this work
- ensure that the PSA has the necessary infrastructure to provide an efficient and effective regulatory regime for new and existing industry sectors.

The Strategic Plan provided the framework under which we operated during 2016. Using the Strategic Plan, we developed a Business Plan for the year which provided the mechanism for delivering our strategic goals. The key goals as set out in the Strategic Plan are:

Goal 1: Continue the phased regulation of the private security industry.

Goal 2: Ensuring compliance with licensing requirements.

Goal 3: Raising standards within the industry.

Goal 4: Improve quality and frequency of communications.

Goal 5: Development of Staff.

Goal 6: Optimise the role of PSA inspectors in certification oversight.

2016 at a Glance



Progress Against Our Goals

Goal 1: Continue the phased regulation of the private security industry.

Regulatory Progress

Progress on our regulatory mandate continued during the year with the critical date for the licensing of the Locksmith sector set for the 1st February 2017. The extension of licensing to the Locksmith sector means we will reach 91% of our regulatory mandate in Business licensing during 2017 and 82% in Individual licensing.

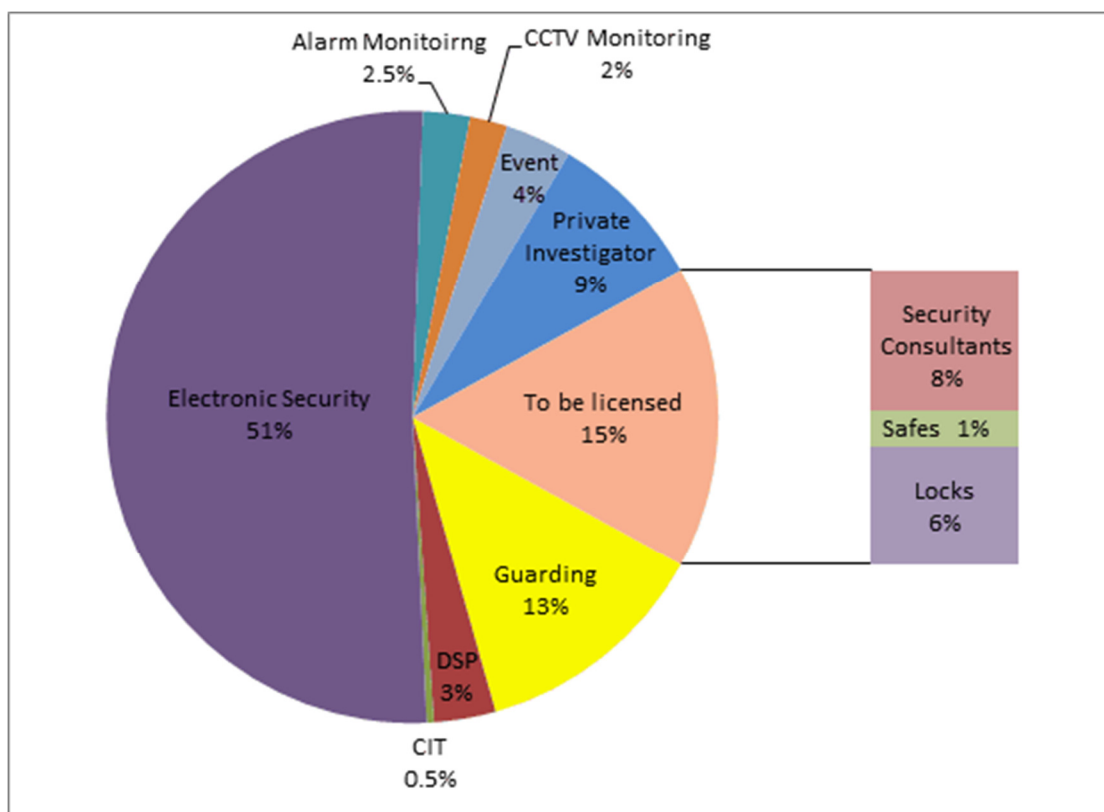


Figure 1 Overview of businesses in the industry showing those licensed/to be licensed

The Private Security Services Acts identify 8 security services which are subject to regulation by the PSA as follows:

- Door Supervisor
- Installer of Security Equipment
- Locksmith
- Private Investigator
- Provider of Protected Forms of Transport
- Security Consultant
- Security Guard
- Supplier or Installer of Safes

Progress Against Our Goals

While work on the Strategic Plan continues, some of the timeframes envisaged in the Plan are progressing at a slower pace than anticipated. The Plan aimed to complete Business licensing by the end of 2015 and Individual licensing by the end of 2016. Due to resource issues during the lifetime of the Plan these commitments have not been realised. These issues are now being addressed.

The introduction of the online renewal system, the licensing of locksmiths and the ongoing development work in the standards and qualifications areas are some of the areas where we have made progress in 2016. This work, plus the additional resources provided to us for 2017 should see us announce licensing timeframes for the remaining areas of business licensing during 2017. We also plan to focus strongly on the training and qualifications area in order to advance licensing in the remaining Individual sectors.

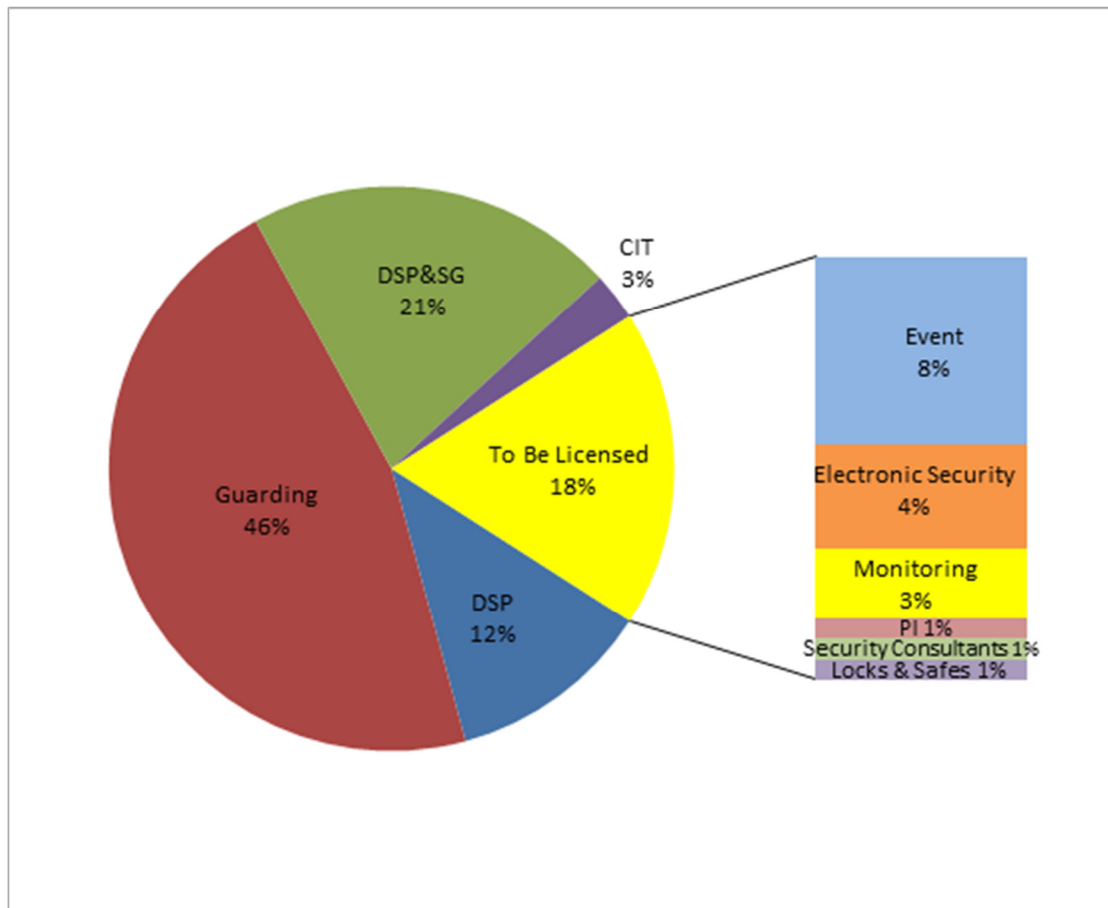


Figure 2 Overview of individuals in the industry showing those licensed/to be licensed

Progress Against Our Goals

Business Licensing

The total number of licences in circulation at the end of the year was 1,368 up from 1,223 at the end of 2015. The Electronic Security sector saw the number of licences go from 733 in 2015 to 807 at the end of 2016. The continuing growth in the sector can be attributed to our ongoing targeted compliance work. A further 67 Private Investigator licences were issued bringing the total number of contractors licensed in this sector to 131. The Door Supervisor (Licensed Premises) and Security Guard (Static) sectors both continued to show a decline in licence holders. The total number of contractors holding licences continues to rise from 1,006 at the start of the year to 1,157 by years end. The difference in the number of licences in circulation and the number of contractors holding licences is due to some contractors holding licences in multiple sectors.

Contractor licence fees for the year were €1,274,836 compared to €1,000,750 in 2015. The difference is accounted for by the two-year licence cycle where even number years tend to record a larger volume of renewals. The comparable fees figure in 2014 was €1,271,113.

Table 1 Comparison of Number of Licences Issued for each sector in the years 2013 to 2016

	2013	2014	2015	2016
DOOR SUPERVISOR (LICENSED PREMISES)	61	64	55	52
DOOR SUPERVISOR (EVENT SECURITY)	N/A	27	44	47
SECURITY GUARD (ALARM MONITORING)	30	39	39	40
SECURITY GUARD (CCTV MONITORING)	N/A	21	28	31
SECURITY GUARD (EVENT SECURITY)	N/A	31	51	55
SECURITY GUARD (STATIC)	204	214	202	199
INSTALLER ELECTRONIC SECURITY	600	666	733	807
CASH IN TRANSIT	7	7	7	6
PRIVATE INVESTIGATOR	N/A	N/A	64	131
TOTAL	902	1,069	1,223	1,368

Progress Against Our Goals

579 contractor applications were received during the year comprising of 145 first time applications, 422 renewal applications and 12 applications to add a sector(s) to an existing licence.

Licence Renewals

422 of the 444 contractors who were scheduled to renew their licence during the year had done so by the end of the year. The non-renewal rate at 5% continues to fall as a result of our interaction with licence holders in advance of renewal dates and is the lowest ever recorded.

Refusals and Rejections

We rejected 11 (2%) applications during 2016, down from 7% in 2015. 10 of these subsequently lodged valid applications. 4 applications were refused as the applicant failed to meet the requirements of licensing. There were 5 appeals of contractor decisions to the Private Security Appeal Board in 2016.

Temporary Licences

We received 93 new applications for temporary licences in 2015 and issued 91 temporary licences. During the year we introduced new measures aimed at reducing the lifespan of Temporary Licences. Initial results indicate that these measures have been successful. At the end of the year there were 59 temporary licences in circulation.



Locksmith Seminar, Dublin

Progress Against Our Goals

Individual Licensing

In May, we introduced an online renewal service for individuals as part of the modernisation of our customer services. By the end of the year, 100% of applications were being processed through the system. The online renewal service complements the online registration service which we have for first time applicants.

There were 27,544 individual licences in circulation at the end of December, a decrease of 1,237 on 2015. The number of licences in the Security Guard (Static) sector declined from 16,553 to 15,558 while there was an increase of 333 in the number of combined Door Supervisor/Security Guard licences from 6,787 in 2015 to 7,120 in 2016. Door Supervisor licences continued to decline from 4,302 to 3,942. The fall in Cash in Transit licences reflects the impact of one of the providers leaving the market during the year. We expect the figure to rise above the 1,000 mark in early 2017 as the other providers respond to the exit.

Table 2 Comparison of Number of Licences Issued for each sector in the years 2013 to 2016

	2013	2014	2015	2016
CASH IN TRANSIT	687	1,050	1,139	924
DOOR SUPERVISOR (LICENSED PREMISES)	5,331	4,632	4,302	3,942
SECURITY GUARD (STATIC)	17,869	15,639	16,553	15,558
COMBINED DOOR SUPERVISOR/ SECURITY GUARD	5,352	6,360	6,787	7,120
TOTAL	29,239	27,681	28,781	27,544

Individual licence fees for the year totalled €1,985,352 compared to €1,712,337 in 2015. Part of the difference in fees is due to the two year licence cycle where even numbered years tend to record a greater volume of renewals. The introduction of the new 3 year licence in December 2015, which has seen a small increase in fees, also contributed to the difference. The comparable fees in 2014 were €1,591,191.

Progress Against Our Goals

Licence Applications

16,094 individual licence applications were received in 2016, an increase of 505 on 2015. The rejection rate was unchanged from 2015 at 17%. The resource requirement needed to deal with rejected applications is considerable and as part of our ongoing modernisation we will be piloting an on-site validation process for first time applicants. Applicants, having successfully completed their training, will bring their application and supporting documentation to designated centres where details will be validated prior to processing by the PSA. This will eliminate the need for postal applications to the PSA and should lead to a reduction in the number of rejections.

Of the valid 13,363 applications received, 4,976 were first time applications and 8,387 renewals. The introduction of the online system for renewals saw the volume of applications processed electronically increase from 53% in 2015 to 87% in 2016.

Table 3 Impact of Licences expiring and issuing in 2016.

	Licences Expired	Licences Renewed	Licences Not Renewed	First Time Licences Issued	Total Licences Issued	Variation: Licences Issued Over Licences Expired
2016	17,079 (100%)	9,660 (57%)	7,419 (43%)	4,861 (28%)	14,521 (85%)	-2,558 (-15%)

As can be seen from the table above the number of first time licences issued in 2016 was less than the number of licences not renewed. We will continue to receive late 2015 renewals into 2016 and this should see the gap reduce further. 1,327 late renewals for 2015 were received in 2016, these are not accounted for in the above table.

Refusals and Appeals

We refused 110 applications for a licence during 2016 and 16 of these cases were appealed to the Private Security Appeal Board. Only one appeal was determined before the term of the Appeal Board expired in April 2016. The appointment of a new Appeal Board had not taken place by the end of the year.

Progress Against Our Goals

Goal 2: Ensuring compliance with licensing requirements.

Ensuring compliance with the Private Security Services Acts and the Regulations governing licensing is an integral part of our work. In 2016, our enforcement team comprised of four regional inspectors, 12 external inspectors based throughout the country, and 10 HQ-based staff who are warranted inspectors and can be called upon for inspection and compliance projects. This allows us to target our compliance actions and to respond quickly to reports of non-compliance.

Intelligence reports received from the industry and the public are an important tool in combating non-compliance and targeting our inspection resources. We received 339 intelligence reports in 2016 compared with 286 the previous year. 24% of the cases received were not investigated either because they had been previously investigated, the intelligence was insufficient or because the contractor was already licensed. Where we do not investigate intelligence reports, the intelligence is retained and if further reports on the same matter are received they are reviewed to determine if an investigation should commence.

The 257 intelligence reports which were investigated formed part of the 1,068 enforcement cases opened during the year. This is a slight drop on the 1,098 cases opened in 2015.

Contractor Compliance

We undertook 123 contractor inspections in 2016 visiting licence holders and inspecting their records to ensure that compliance with the licensing regulations were maintained. In our 2015 report, we expressed our concern at the increasing non-compliance being found during these inspections. Despite our engagement with the certification bodies and the introduction of new guidelines for them, the non-compliance rate increased further in 2016. The PSA will continue to engage with the certification bodies but our priority in 2017 will be to find a more robust model of certification which supports the regulatory environment.

Table 4 Contractor Inspections Compliance Rates

Outcomes	2014	2015	2016
% Fully Compliant	51%	40%	35%
% Category 1 non conformities	31%	44%	53%
% Category 2 non conformities	7%	8%	8%
% Category 3 non conformities	3%	4%	3%
% Inspection Ongoing	8%	4%	1%

Progress Against Our Goals

Buyers of Security

One of the core aspects of our compliance work is ensuring that buyers of security use only licensed contractors and individuals. The power to prosecute a client of an unlicensed security service provider has been one of the most effective tools in ensuring compliance with licensing requirements. 51 of the 342 client cases investigated in 2016 resulted in the contracts/employment of unlicensed providers being terminated.

Our external inspectors continue to be an invaluable resource providing us with a country-wide compliance capability. They continued to focus on the electronic security sector and over 5,800 business premises were visited by them during the year. As well as ensuring that the licensing regulations are adhered to, the inspectors play an invaluable role in spreading the PSA message to the business community.

Individual Compliance

The focus of individual compliance is to ensure that all those providing security services are licensed and that licence holders comply with the requirement to wear ID badges. In 2016, we undertook 1,333 unannounced inspections at 173 locations across the country. Most of the inspections were to licensed premises and retail outlets with a small number of other businesses also receiving visits. Joint inspection with other agencies including An Garda Síochána also took place during the year. 96% of all individuals encountered were licensed and found to be wearing their ID badge.

Table 5 Details of Individual inspections for 2016

Details	Door Supervisor	Security Guard	Overall
Inspection Locations	104	69	173
Premises Visited	713	620	1,333
Premises with Security	506	510	1,016
Of which - - Contractors	246	423	669
- - In-house	252	57	309
- - Combination	12	30	42
Security Staff Encountered	816	856	1,672
ID Badge Compliance	97%	96%	96%

Progress Against Our Goals

Compliance Actions

There are a range of compliance actions available to us where a contractor or individual breaches the licensing regulations. These include prosecution, revocation or suspension of licence or the issuing of an enforcement notice. In 2016, we had 1 prosecution before the courts which had been adjourned from 2015. In addition, 3 contractors and 4 individuals had their licence revoked while 1 individual had their licence suspended for a period. A total of 64 enforcement notices were issued during the year.

Section 39 of the Private Security Services Acts provides a mechanism by which a person may make a formal complaint against a licence holder. In 2016, 16 such complaints were received. 4 cases were subsequently withdrawn. In 7 cases the complaint was not upheld by the PSA and in one case the complaint was upheld. There were 4 cases still under enquiry at year's end.

Inter Agency Co-operation

Co-operation with other agencies is a critical element of our compliance work. We have a long tradition of working with An Garda Síochána and the Revenue Commissioners. This year we signed a Memorandum of Understanding with the Workplace Relations Commission (WRC) which provides for information sharing between both organisations and the undertaking of joint inspections.



CEO of the PSA, Paul Scallan and Padraig Dooley, Director & Chief Labour Inspector of the WRC

Progress Against Our Goals

Goal 3: Raising standards within the industry.

Standards

Following a public consultation on the licensing of Locksmiths in February 2016, the standard for the sector, *PSA Licensing Requirements – Locksmith (PSA 55:2016)* was published in September. On 4th July, 2016 the Tánaiste and Minister for Justice and Equality signed the regulations setting the 1st February 2017 as the date on which licensing of Locksmiths would commence. Auditing Guidelines supporting the new licensing requirements were also published.

Work on the development of a new standard for the Access Control sector began in the second half of the year with the aim of running a public consultation on the document in early 2017.

Training

The final meeting of the PSA Working Group on Door Supervisor and Security Guarding training was held in October 2016. The group approved the new training programmes for Security Guards, Door Supervisors and Event Security staff. Quality and Qualifications Ireland will hold a public consultation on the programmes in early 2017 following which the PSA will set out the timeframes for the introduction of the new training.

A Training Providers Forum has been established to improve contact and communications between the PSA and training providers. The inaugural meeting of the forum took place in Portlaoise in September. The Forum was established in response to concerns that the training of applicants was not to the expected standard.

The regulations introducing new training requirements for Cash-in-Transit Employees (PSA 51:2016) were signed by the Tánaiste and Minister for Justice and Equality on 21st December 2016.

Progress Against Our Goals - update

Goal 4: Improve quality and frequency of communications.

During the year we continued to improve our communications profile. We advertised on more radio stations than previously and placed industry specific advertisements in publications aimed at sectoral interests, like construction and legal services. We continued to issue press releases, e-zines and enforcement newsletters during the year and responded to a number of requests for interviews and news material. Our new online renewal system captures the email addresses of all applicants and this will prove a useful tool for future communications with licence holders.



PSA Watch, the Authority's e-zine

An important aspect of our communications framework is our relationship with our various stakeholders including the industry, public and other public bodies. We continued to attend and participate in a range of events across the country including workshops, exhibitions, seminars and conferences. We held two information seminars for locksmiths in November 2016 in advance of the introduction of licensing to that sector which becomes mandatory on 1 February 2017. Both events were well attended with strong participation from attendees.

Progress Against Our Goals

Goal 5: Development of Staff.

We are committed to supporting the development of our staff and all staff are encouraged to participate in up-skilling and training. Training needs identified by staff themselves as part of the Performance Management Development System (PMDS) are reviewed and suitable courses made available where requested.

Staff are encouraged to participate in the running of the Authority and are involved in various committees dealing with Energy, Health and Safety and Website Content. Staff also have the opportunity to contribute to the annual business plans and staff in all areas partake in divisional meetings throughout the year.

The Authority has developed a Protected Disclosures Policy for the protection of staff who wish to raise issues of concern. There were no reports made under the Policy during 2016.

Progress Against Our Goals

Goal 6: Optimise the role of PSA inspectors in certification oversight.

In our 2015 Report we highlighted the difficulties we were experiencing with contractor inspections showing compliance rates of 40%. As mentioned in Goal 2, the compliance rate this year fell to 35%. In an environment where each contractor receives an annual visit from a certification body, the PSA continues to be concerned at the low compliance rates for PSA inspections.

This year we continued to focus on improving the audit process and developing an oversight mechanism which will provide some reassurance as to the quality of inspections provided under the regulatory regime. We have received the Irish National Accreditation Board (INAB) accreditation for the standards used for Door Supervision, Event Security, Security Guarding and Private Investigators. All certification bodies will have to add these standards to their accreditation and will be subject to audits from INAB as part of their accreditation.

We are working to further strengthen the certification process and to integrate it into the PSA compliance framework. If the current certification model cannot support our regulatory regime a new model of certification will be introduced.



Financial Statements

Private Security Authority

For the year ended 31 December 2016

PRIVATE SECURITY AUTHORITY

**FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 DECEMBER 2016**

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PRIVATE SECURITY AUTHORITY

STATEMENT OF AUTHORITY MEMBERS' RESPONSIBILITIES

Schedule 1 (4) of the Private Security Services Act 2004, requires the Authority to prepare financial statements in such forms as may be approved by the Minister for Justice and Equality. In preparing the financial statements, the Authority is required to:

- Select appropriate accounting policies and apply them consistently.
- Make judgements and estimates that are reasonable and prudent.
- Prepare the financial statements on the going concern basis unless it is inappropriate to presume that the Authority will continue in operation.
- State where applicable accounting standards have been followed, subject to any material departures disclosed and explained in the financial statements.

The Authority is responsible for keeping adequate accounting records which disclose with reasonable accuracy at any time the financial position of the Authority and which enable it to ensure that the financial statements comply with Schedule 1 (4) of the Private Security Services Act 2004. The Authority is also responsible for safeguarding its assets and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

Mr. Paul Scallan
Chief Executive:



Date: 29/05/17

Mr. Noel Lappin
Chairperson:



Date: 29/05/17

PRIVATE SECURITY AUTHORITY

STATEMENT ON INTERNAL FINANCIAL CONTROL

On behalf of the Private Security Authority (PSA), we hereby acknowledge our responsibility for ensuring that an appropriate system of internal financial control is in operation in the PSA.

We are satisfied that the systems, which the PSA has in place, are reasonable and appropriate for the PSA's circumstances having regard to its size, level of expenditure, staff resources and the nature of its operations. However, the systems do not, and cannot, provide absolute assurance against material error.

The PSA has a Code of Governance, which incorporates the Department of Finance guidelines and has been submitted to the Minister for Justice and Equality.

The Board of the PSA receives the Chief Executive Officer's report, which gives a detailed account of expenditure recorded on a monthly basis together with income. This is reviewed by the Board at every meeting.

The PSA Board takes the major strategic decisions and meets at regular intervals to monitor performance and plans. The executive management only act within the authority delegated to them by the PSA Board to give effect to the Board's policy and decisions.

The PSA ensures that there is an appropriate focus on good practice in purchasing and that procedures are in place to ensure compliance with all relevant guidelines.

A detailed procedural manual has been prepared and put in place. Income is subject to overall reconciliation and where possible, staff duties are appropriately divided taking account of the risks involved and the limited number of staff. The following specific procedures are in place in order to provide effective financial control.

1. Formal procedures are in place for the purchase of all goods and services, for approval of invoices in respect of goods and services and authorisation of payment in respect of goods and services. Procedures in this regard have been strengthened from time to time and recommendations emerging from internal audits have been implemented.
2. Monthly accounts and budgets are prepared throughout the year. At each Board meeting, management accounts are reviewed by the Board of the PSA. The PSA operates a computerised accounting system, which is capable of providing a wide range of financial and accounting information.
3. Budgets are prepared in respect of each year and monthly statements of income and expenditure are prepared to facilitate comparison with budgeted figures.

4. All licence applications received must be accompanied with the relevant licence fee, otherwise the entire application is returned to the applicant. The configuration and workflows of the respective licensing databases ensure that a contractor or individual license cannot issue unless the licence fee field is populated with the correct licence fee. The respective databases have an audit history trail and database workflows are reviewed regularly by the manager within each case division.
5. The PSA's financial control procedures are subject to review by the Department of Justice and Equality internal audit division. The Department of Justice and Equality internal audit division completed an audit of the PSA in April 2017, which provided positive assurance to the Accounting Officer and to the PSA as to the adequacy and effectiveness of the overall system of internal financial controls in place.
6. The risk management strategy has been implemented and monitored through a Risk Management Register. The Register is reviewed as a standing item at all Board meetings.
7. The PSA Board has an Audit Committee, which reviews the work of internal audit and the management letter from the Comptroller and Auditor General and management response. It meets the Office of the Comptroller and Auditor General (in the absence of management, where necessary) to discuss the outcome of the external audit.

I can confirm that the Board has conducted a review of the effectiveness of the system of internal financial control for the year 2016.

Mr. Paul Scallan
Chief Executive:



Date: 29/05/17

Mr. Noel Lappin
Chairperson:



Date: 29/05/17

PRIVATE SECURITY AUTHORITY

STATEMENT OF INCOME AND EXPENDITURE AND RETAINED EARNINGS FOR THE YEAR ENDED 31 DECEMBER 2016

	Notes	€	2016 €	2015 €
INCOME				
Oireachtas Grant	2		2,681,444	2,315,542
Licence Fees	3		<u>3,169,951</u>	<u>2,623,393</u>
			5,851,395	4,938,935
Transfer to Capital Account	9		<u>(59,014)</u>	<u>(74,063)</u>
			5,792,381	4,864,872
EXPENDITURE				
Staff Costs	4	1,832,153		1,739,723
Administration	5	<u>803,365</u>		<u>516,061</u>
Total Expenditure		<u>2,635,518</u>		<u>2,255,784</u>
Surplus for the year before remittances			3,156,863	2,609,088
Remitted to the Department of Justice and Equality	3		<u>(3,240,000)</u>	<u>(2,388,562)</u>
(Deficit)/ surplus for the year			(83,137)	220,526
Surplus brought forward			355,242	134,716
Surplus at 31 December			<u>272,105</u>	<u>355,242</u>

The Statement of Income and Expenditure and Retained Revenue Reserves includes all gains and losses recognised in the year. The statement of cash flows and notes 1 to 18 form an integral part of these financial statements

Mr. Paul Scallan
Chief Executive:



Date: 29/05/17

Mr. Noel Lappin
Chairperson:



Date: 29/05/17

PRIVATE SECURITY AUTHORITY

STATEMENT OF FINANCIAL POSITION AS AT 31 DECEMBER 2016

	Notes	€	2016 €	€	2015 €
TANGIBLE ASSETS					
Property, plant and equipment	6		142,140		6,185
Fixed assets under development	6A		-		76,941
CURRENT ASSETS					
Receivables	7	8,365		9,398	
Bank and cash		271,813		348,465	
Inventory		<u>7,539</u>		<u>5,496</u>	
			<u>287,717</u>		<u>363,359</u>
CURRENT LIABILITIES					
Payables	8		<u>15,612</u>		<u>8,117</u>
NET CURRENT ASSETS			<u>272,105</u>		<u>355,242</u>
TOTAL NET ASSETS			<u>414,245</u>		<u>438,368</u>
LONG TERM LIABILITIES					
Capital Account	9		142,140		83,126
Income and Expenditure and Retained Earnings			<u>272,105</u>		<u>355,242</u>
			<u>414,245</u>		<u>438,368</u>

The statement of cash flows and notes 1 to 18 form an integral part of these financial statements

Mr. Paul Scallan
Chief Executive:



Date: 29/05/17

Mr. Noel Lappin
Chairperson:



Date: 29/05/17

PRIVATE SECURITY AUTHORITY

STATEMENT OF CASH FLOWS FOR THE YEAR ENDED 31 DECEMBER 2016

Cash flows from operating activities	2016	2015
	€	€
Operating (deficit)/ surplus for year	(83,137)	220,526
Depreciation of Tangible Assets	29,782	2,878
Transfer to Capital Account	59,014	74,063
Increase in Inventory	(2,043)	(37)
Decrease in Receivables	1,033	8,188
Increase in Payables	7,495	279
Loss on Disposal of property, plant & equipment	2,795	-
	-----	-----
Net cash inflow from operating activities	14,939	305,897
Cash flows from investing activities		
Payments to acquire property, plant and equipment	(91,591)	(76,941)
(Decrease)/ increase in cash and cash equivalents	(76,652)	228,956
	=====	=====

STATEMENT OF CHANGES IN NET FUNDS

	2016	2015
	€	€
Net funds at 1 January	348,465	119,509
Net funds at 31 December	<u>271,813</u>	<u>348,465</u>
(Decrease)/ increase in Cash	<u>(76,652)</u>	<u>228,956</u>
	=====	=====

Notes 1 to 18 form an integral part of these financial statements

Mr. Paul Scallan

Chief Executive:



Date: 28/05/17

Mr. Noel Lappin

Chairperson:



Date: 28/05/17

PRIVATE SECURITY AUTHORITY

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 DECEMBER 2016

1. STATEMENT OF ACCOUNTING POLICIES

The basis of accounting and significant accounting policies are set out below. They have all been applied consistently throughout the year and for the preceding year.

A. GENERAL INFORMATION

The Private Security Authority was set up under the Private Security Services Act 2004, with a head office in Tipperary town. The Private Security Authority is a Public Benefit Entity.

B. STATEMENT OF COMPLIANCE

The financial statements of the Private Security Authority for the year ended 31 December 2016 have been prepared in accordance with FRS 102, the financial reporting standard applicable in the UK and Ireland issued by the Financial Reporting Council (FRC), as promulgated by Chartered Accountants Ireland. These are the Private Security Authority's second set of financial statements prepared in accordance with FRS 102.

C. BASIS OF ACCOUNTING

The financial statements have been prepared under the accruals method of accounting, except where stated below, and in accordance with generally accepted accounting principles under the historical cost convention and in the form approved by the Minister for Justice and Equality.

D. LICENCE FEES

Licence fee income is recognised in the period in which the related licence is issued. Licence fee income is remitted monthly as appropriations-in-aid in the Department of Justice and Equality appropriation account, based on the amounts received by the Authority in the prior month.

E. OIREACHTAS GRANTS

These are accounted for on a cash received basis. Oireachtas grants comprise funds provided to the Authority by the Vote of the Department of Justice and Equality through the direct payment by the Department of salary and administration costs.

PRIVATE SECURITY AUTHORITY

F. PROPERTY, PLANT AND EQUIPMENT AND DEPRECIATION

Property, plant and equipment are shown at cost, or estimated market value, less accumulated depreciation.

Fixed assets are depreciated on a straight-line basis over their estimated useful life starting in the month the asset is placed in service.

Furniture & fittings	10%
IT Equipment	20%
Online renewal system	20%
Office Equipment	20%

	2016 €	2015 €
2. OIREACHTAS GRANT		
Sub-Head B16 of Vote 24 – Justice and Equality	2,681,444	2,315,542
- for pay and general administration costs		

3. LICENCE FEES

The licensing cycle is a two-year cycle with the majority of contractors falling due for renewal in year 1 and the majority of individuals falling due for renewal in year 2. Individual applicants are greater in number but give rise to less licence fee income. The Authority's fee income, therefore, fluctuates in line with the licensing cycle.

Remittance to the Department of Justice and Equality

	2016 €	2015 €
Licence fees received in prior period due to be remitted as at start of year	348,265	119,309
Bank charges in the year	(6,603)	(5,875)
Licence fee income in the year	3,169,951	2,623,393
Remitted to the Department of Justice and Equality	<u>(3,240,000)</u>	<u>(2,388,562)</u>
Amount due to be remitted at end of year	<u>271,613</u>	<u>348,265</u>

PRIVATE SECURITY AUTHORITY

4. STAFF COSTS

	2016 €	2015 €
Salaries and wages	1,747,559	1,656,009
Travel and subsistence	<u>84,594</u>	<u>83,714</u>
	1,832,153	1,739,723

The Authority employed 40 Staff at 31 December 2016 (2015: 39).

(a) *Employee benefits breakdown*

Range of total employee benefits		Number of Employees	
From	To	2016	2015
€60,000	- €69,999	2	1
€70,000	- €79,999	1	1
€80,000	- €89,999	1	1
€90,000	- €99,999	0	0

	2016 €	2015 €
5. ADMINISTRATION		
Office expenses	75,905	75,615
Consultancy services	85,631	34,730
Authority members' fees	58,140	58,053
Legal expenses	69,176	21,265
Communications costs	63,360	55,243
Licensing costs	112,495	89,136
Advertising	139,679	100,169
Depreciation	29,782	2,878
Audit fee	18,776	11,001
Accountancy fee	4,612	4,612
Repairs & maintenance	4,208	3,939
External Inspectors	41,250	28,800
Non capitalised IT development	25,387	-
Other IT costs	41,082	-
Other	33,882	30,620
	<u>803,365</u>	<u>516,061</u>

PRIVATE SECURITY AUTHORITY

6. PROPERTY, PLANT AND EQUIPMENT

	Furniture & Fittings €	IT Equipment €	Online Renewal System €	Office Equipment €	Total €
COST					
At 1 January	9,632	509,359	-	33,644	552,635
Transfer from assets under development	-	-	76,941	-	76,941
Additions	-	6,558	85,033	-	91,591
Disposal	(2,710)	(6,590)	-	-	(9,300)
At 31 December	6,922	509,327	161,974	33,644	711,867

ACCUMULATED DEPRECIATION

At 1 January	8,489	506,440	-	31,521	546,450
Charge for year	665	391	27,920	806	29,782
Disposals	(2,475)	(4,030)	-	-	(6,505)
At 31 December	6,679	502,801	27,920	32,327	569,727

NET BOOK VALUE

At 31 December	243	6,526	134,054	1,317	142,140
	=====	=====	=====	=====	=====
At 1 January	1,143	2,919	-	2,123	6,185
	=====	=====	=====	=====	=====

6A. ASSETS UNDER DEVELOPMENT

	2016 €	2015 €
At 1 January	76,941	-
Expenditure in year	-	76,941
Transferred to property, plant & equipment	(76,941)	-
At 31 December	-	76,941

PRIVATE SECURITY AUTHORITY

7. RECEIVABLES

	2016 €	2015 €
Prepayments	<u>8,365</u>	<u>9,398</u>

8. PAYABLES

	2016 €	2015 €
Audit fee	11,000	3,225
Accountancy fee	4,612	4,612
Legal fees	-	280
	<u>15,612</u>	<u>8,117</u>

9. CAPITAL ACCOUNT

	€	2016 €	€	2015 €
Opening Balance		83,126		9,063
Additions	91,591		76,941	
Disposals	(2,795)		-	
Amortisation	(29,782)		(2,878)	
Transfer from Statement of Income and Expenditure		<u>59,014</u>		<u>74,063</u>
Balance as at 31 December		<u>142,140</u>		<u>83,126</u>

10. RETIREMENT BENEFIT COSTS

All of the Authority's staff have been seconded from the Department of Justice and Equality. Pension liabilities of such staff will be met out of Superannuation Vote 12 and no provision has been made in these financial statements in respect of these costs.

PRIVATE SECURITY AUTHORITY

11. PRIVATE SECURITY APPEAL BOARD

The Private Security Appeal Board was set up to hear and determine appeals against decisions by the Authority. The Appeal Board is made up of three members and a Chairperson. The Appeal Board is appointed by the Government and is independent of the Authority. The costs incurred by the Board are met by the Department of Justice and Equality and are not reflected in the Authority's financial statements.

12. PENSION LEVY

Salary costs included in this account are the gross costs to the Authority for the period. The Department of Justice and Equality pays salaries on behalf of the Authority. Pension levy deductions, as per Section 2(3) of the Financial Emergency Measures in the Public Interest Act 2009 (No. 5 of 2009), are made by the Department and are retained as Appropriations-in-Aid for that Department. This amounted to €63,719 in 2016 (2015: €86,886).

13. RELATED PARTY DISCLOSURES

Please refer to note 15 for a breakdown of board members fees and total travel and subsistence expenses. In accordance with the Code of Practice for the Governance of State Bodies, the authority has in place procedures in relation to the disclosure of interests by Board Members and employees. These codes include guidance in relation to the disclosure of interests by Board Members and these procedures have been adhered to by the Board during the year. There were no transactions in the year in relation to the Authority's activities in which members had any beneficial interest.

14. ACCOMMODATION NOTE

The Authority operates from accommodation at Davis Street, Tipperary Town which is provided free of charge by the Office of Public Works.

PRIVATE SECURITY AUTHORITY

15. BOARD MEMBERS FEES

Fees of €58,140 were paid to board members in 2016 (2015: €58,140) as follows:

Name	2016 €	2015 €
Noel Lappin (Chairperson)	11,970	11,970
Padraic Cafferty	7,695	7,695
Arthur Hall	7,695	7,695
Geraldine Kelly	7,695	7,695
Freda O' Dowd	7,695	7,695
Christy Waters	7,695	7,695
Ann Reid	7,695	7,695
Marion Walsh	-	-
Helen Curley	-	-
Derek Byrne	-	-
Mary Kinane	-	-
John O' Driscoll	-	-
	<u>58,140</u>	<u>58,140</u>

Assistant Commissioner Byrne left the Board in November, 2016 on his retirement from An Garda Síochána and was replaced by Assistant Commissioner John O' Driscoll.

Travel and subsistence expenses of €3,487 were paid to board members in respect of 2016 (2015: €1,459) in accordance with civil service travel and subsistence rates.

16. CHIEF EXECUTIVE REMUNERATION

The Chief Executive's remuneration for 2016 was made up of an annual basic salary of €85,614 (2015: €83,870). In addition the Chief Executive received €9,486 in respect of travel and subsistence expenses in 2016 (2015: €7,477) in accordance with civil service travel and subsistence rates. Pension entitlements do not extend beyond the standard entitlements in the public sector defined benefit superannuation scheme. No performance related payments were made in 2016.

17. ENFORCEMENT FEES

Enforcement fees consist of fines for non-compliance with the Authority's regulations and amounted to €0 in 2016 (2015: €1,537). These fees are accounted for in licence fee income.

18. APPROVAL OF FINANCIAL STATEMENTS

These accounts were approved by the Authority on 29/05/17

Appendices

Appendix 1 - Statistical Reports

Report 1 - Number of Individual Licences Issued at 31 st December 2016 By County and Gender							
County	Door Supervisor	Security Guard	Both SG and DSP Sectors	Cash-in-Transit	Total	Male	Female
Carlow	64	143	68	6	281	267	14
Cavan	39	143	101	8	291	272	19
Clare	121	255	91	10	477	443	34
Cork	453	1,222	797	65	2,537	2,347	190
Donegal	156	125	114	1	396	366	30
Dublin	1,036	7,542	2,515	393	11,486	10,879	607
Galway	250	441	449	53	1,193	1,121	72
Kerry	144	240	220	1	605	576	29
Kildare	152	881	301	57	1,391	1,324	67
Kilkenny	58	133	69	4	264	254	10
Laois	71	242	150	16	479	452	27
Leitrim	26	36	42	2	106	100	6
Limerick	204	781	289	62	1,336	1,285	51
Longford	29	105	103	2	239	222	17
Louth	130	423	190	18	761	731	30
Mayo	149	273	173	6	601	561	40
Meath	136	545	218	43	942	899	43
Monaghan	42	69	110	16	237	217	20
Offaly	67	205	111	6	389	364	25
Roscommon	48	118	77	6	249	231	18
Sligo	66	123	88	24	301	290	11
Tipperary	109	308	166	8	591	553	38
Waterford	103	297	195	31	626	609	17
Westmeath	63	259	117	6	445	428	17
Wexford	106	253	184	11	554	525	29
Wicklow	77	358	155	29	619	597	22
Northern Ireland	43	34	22	40	139	122	17
GB (excl NI)	0	4	5	0	9	7	2
Totals	3,942	15,558	7,120	924	27,544	26,042	1,502
% of Total	15%	58%	24%	4%	100%	95%	5%

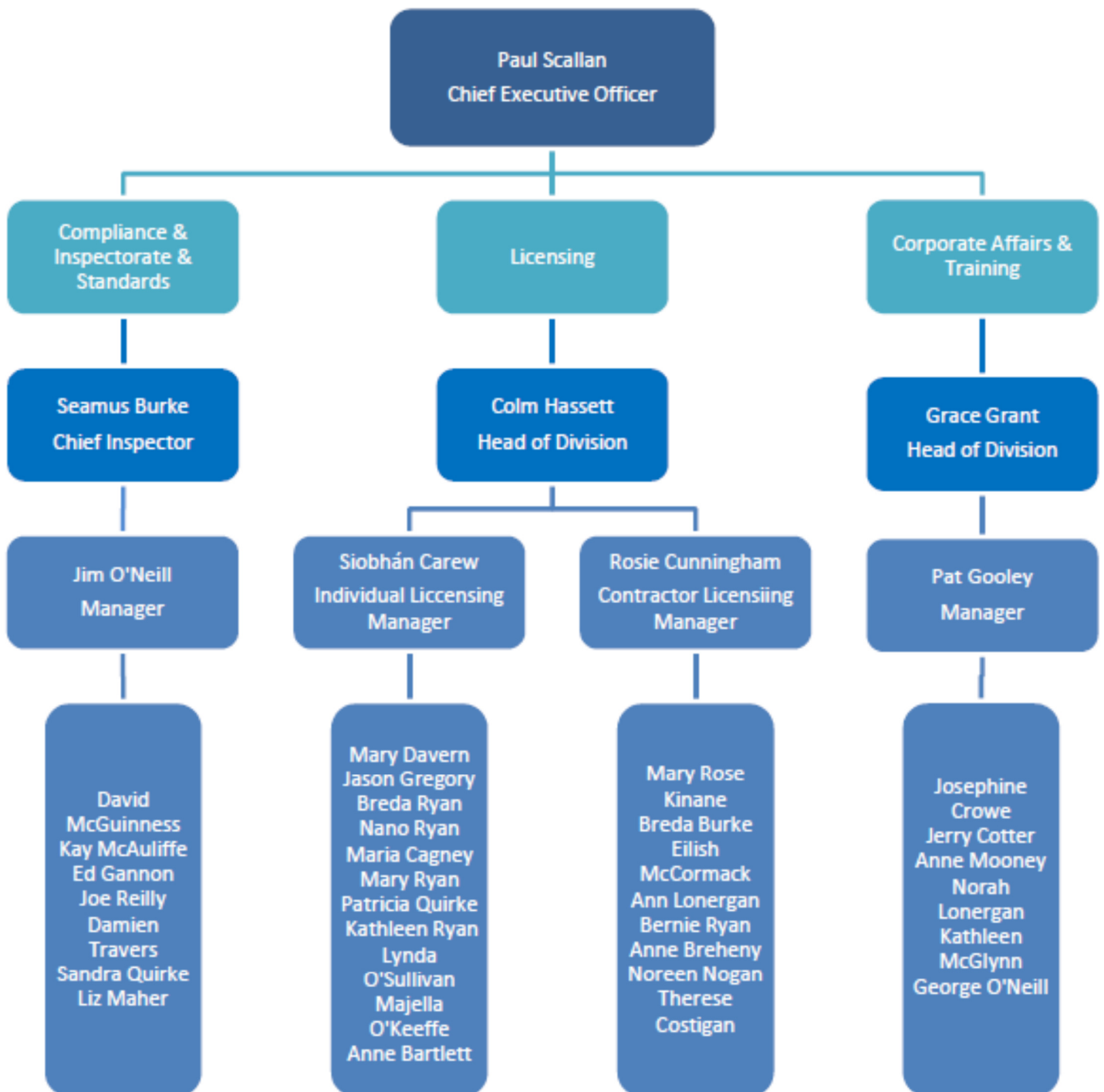
Report 2 - Number of Contractor Licences Issued at 31 st December 2016 By County										
County	DSE	DSP	SGAM	SGCCTV	SGE	SGS	IES	CIT	PI	Total
Carlow	0	1	1	1	0	2	16	0	0	21
Cavan	0	0	1	1	0	1	16	0	2	21
Clare	1	0	0	0	1	3	15	0	1	21
Cork	3	3	4	4	3	10	76	0	9	112
Donegal	2	2	0	0	1	3	10	0	0	18
Dublin	18	24	11	7	21	83	231	3	46	444
Galway	2	4	1	1	2	9	39	0	6	64
Kerry	0	0	0	0	1	5	18	0	2	26
Kildare	5	4	1	1	5	15	42	1	8	82
Kilkenny	1	1	0	0	1	4	12	0	0	19
Laois	0	1	0	0	0	3	13	0	4	21
Leitrim	0	0	0	0	0	0	6	0	0	6
Limerick	1	0	1	1	1	5	37	0	7	53
Longford	1	0	0	0	1	3	9	0	0	14
Louth	1	1	0	0	1	5	28	0	2	38
Mayo	1	1	0	0	1	1	12	0	3	19
Meath	2	3	0	0	2	10	41	0	4	62
Monaghan	0	1	0	0	1	3	12	1	1	19
Offaly	0	0	0	0	0	0	9	0	3	12
Roscommon	0	0	0	0	0	1	9	0	0	10
Sligo	0	0	0	0	0	2	8	0	1	11
Tipperary	1	1	0	0	2	9	30	0	5	48
Waterford	1	1	0	0	2	5	13	1	1	24
Westmeath	1	1	0	0	2	3	17	0	10	34
Wexford	2	1	2	2	2	3	19	0	1	32
Wicklow	1	0	1	1	1	5	32	0	4	45
Northern Ireland	1	1	6	6	2	3	27	0	7	53
GB (excl NI)	2	1	11	6	2	3	10	0	4	39
Totals	47	52	40	31	55	199	807	6	131	1,368
% of Total	4%	4%	3%	2%	4%	17%	60%	1%	5%	100%

Legend

DSE – Door Supervisor (Event Security)
 DSP – Door Supervisor (Licensed Premises)
 SGAM – Security Guard (Alarm Monitoring)
 SGCCTV – Security Guard (CCTV Monitoring)
 SGE – Security Guard (Event Security)
 SGS – Security Guard (Static)
 IES – Installer (Electronic Security)
 CIT – Cash In Transit
 PI – Private Investigator

Appendices

Appendix 2 - Organisation Chart



Appendices

Appendix 3 - Energy Report

(As required under S.I. 542 of 2009)

In 2016, the main sources of energy usage in the Authority continued to be heating oil and electricity. Our utilities are managed through a modern, efficient Building Management System (BMS). The energy rating for the building is C2, which is above average for buildings of our type.

The annual energy usage for the Authority's building as compared to the energy usage for a typical building of this type is contained in the table below:

Our Building	
Non-Electrical (kWh/m ² /yr)	Electrical (kWh/m ² /yr)
95	121
Typical Building of this type	
Non-Electrical (kWh/m ² /yr)	Electrical (kWh/m ² /yr)
132	233

The focus in 2016 was to continue to maintain the progress attained to date in reducing CO₂ emissions by 30% by 2020. Staff awareness also continues to be a major theme of our campaign. Signs throughout the building remind staff to conserve electricity and be mindful of our usage.

Contacts

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Corporate Affairs Division

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Compliance & Inspectorate Division

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An tÚdarás Slándála Príobháidí
The Private Security Authority

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