



AN TÚDARÁS PÓILÍNEACHTA  
POLICING AUTHORITY

## Minutes of Meeting of the Policing Authority

**Date:** 27 March 2025

**Venue:** The Policing Authority, 4th Floor, 90 North King Street, Dublin 7

### Part A – Authority Meeting

#### Attendance

**Authority:** Elaine Byrne (Chairperson), Deborah Donnelly, Paul Mageean, Donal de Buitléir, Anthony Harbinson.

**Secretary:** Aoife Clabby

**Staff of the Authority:** Helen Hall (Chief Executive), Karen Shelly, Margaret Tumelty Shona Keeshan

**Garda Síochána Inspectorate** Mark Toland (Chief Inspector) (*items 2-7, 9,10*)

#### 1. Meeting of Members in Private

The Authority exercised its option to have a meeting in private with the Chief Executive and Secretary in attendance, to consider a HR matter. A confidential minute was prepared by the Secretary.

#### 2. Chairperson's Opening Remarks

The meeting agenda was approved, as drafted. No conflicts of interest were declared by the Members in relation to any of the items for consideration. Members noted several pieces of correspondence including:

- **Letter to the Commissioner regarding the Garda Public Attitudes Survey (PAS):** The Chief Executive advised that there had been further engagement with Director of the Garda Síochána Analysis Service (GSAS) in relation to proposed changes to the PAS and the concerns expressed by the Authority in its correspondence to the Commissioner of 21 March. Members were provided with an update on the proposed measures to address these concerns. In particular, Members noted how responses received to new survey questions on what contributed to satisfaction/dissatisfaction in the previous 12 months with gardaí will be handled. Members noted that the Director would also provide a briefing to the survey company in advance of data gathering. Members were assured by the measures proposed and it was agreed that correspondence would issue to the Director on the matter.
- **Statutory advice on resources for the Garda Síochána:** Members noted that, arising from the imminent commencement of the PSCS Act, the Authority's statutory advice on the adequacy of Garda Síochána resources, further to section 62(h)(2)(b) of the Garda Síochána

Act, as amended, had been submitted to the Minister for Justice, Home Affairs and Migration on 26 March.

- **Oversight of Child Sexual Abuse:** The Authority was advised that the letter sent annually to the Minister in response to a request in 2018 under section 117(a)(2) of the Act, to monitor and oversee the measures taken by the Garda Síochána to implement the recommendations contained in Garda Síochána Inspectorate (GSI) report 'Responding to Child Sexual Abuse' had issued on 25 March.
- **Three Year Review Report, in accordance with section 23 of the Garda Síochána Act:** Members noted receipt of correspondence from the Commissioner advising that scoping and preparatory work for a three-year review of the period 2022-2024 as per Section 23 of the Act had commenced. Members also noted that correspondence had issued to the Department of Justice on the matter. The Chief Executive advised that she had engaged with senior Garda colleagues in relation to the format and approach to the reporting, in light of the impending commencement of the PSCS Act.
- **Letter from the Garda Commissioner regarding possession of a firearm:** Members noted the contents of an updated report from the Commissioner on the suspected theft of a firearm that had been previously seized by the Garda Síochána and had come into the possession of criminals. Members expressed concern in relation to the report's findings particularly if the matters highlighted were found to be replicated across other divisions. It was agreed that the issues raised in the Commissioner's letter would be engaged upon in Part B of the meeting.
- **Irish Legal Observer Network:** Members noted that the Authority had been copied on a letter from the ICCL to the Assistant Commissioner, Roads Policing and Community Engagement, apprising her of the development of a new Irish Legal Observer Network. It was agreed that the establishment of the network would be discussed with the Commissioner in Part B of the meeting.

Members discussed the forthcoming retirement of Garda Commissioner and expressed their deep concern in relation to the uncertainty around timing for the recruitment process for a new Commissioner and the implications for the orderly handover for the role. The potential impact on the delivery of policing services was also discussed. It was agreed to raise the matter in Part B of the meeting, and that a letter would issue to the Minister urging clarity, if commencement of the Act is further delayed.

Members discussed media coverage of a recent case in Tralee District Court where charges against a man accused of assaulting members of Kerry gardaí were dismissed due to 'glaring inconsistencies' in garda evidence. Members were advised that details of the case had been raised with the Commissioner. It was agreed that the matters highlighted in the report of court proceedings would be raised with the relevant Assistant Commissioner.

<b><i>Action Number</i></b>	<b><i>Action point</i></b>	<b><i>By Date</i></b>	<b><i>By Whom</i></b>
<b>A_150_01</b>	A letter to issue to the Minister seeking clarity on plans to be put in place, following the expected retirement of the Garda Commissioner, should commencement be further delayed.in June	ASAP	Chief Executive
<b>A_150_02</b>	Engage with Assistant Commissioner, Governance and Accountability, regarding matters arising from a recent case in Tralee district court.	ASAP	Chief Executive

### **3. Consent Agenda Items**

#### **3.1 Minutes of Meeting and Matters Arising**

Members considered and approved a small number of minor amendments to the draft minutes of the meeting held on 27 February. The minutes of the meetings held on 27 February and 13 March were approved and cleared for publication.

#### **3.2 Policing Authority and Garda Síochána Actions Logs**

The Log of Actions was noted and proposals to close specified actions were approved.

Members considered a response received to a request for information on the number or percentage of cases of child sexual abuse that benefit from using the Barnahus model.

### **4. Chief Executive's Report**

The Chief Executive's report was taken as read and further updates were provided to Members on several matters in the context of the report, including in relation to:

**Public Order Report:** The Chief Executive advised that the Authority's Review of Public Order Policing report, submitted to the Minister in August 2024, had been presented to cabinet and laid before the Houses of the Oireachtas by the Minister for Justice, Home Affairs and Migration on 19 March. It was noted that report was subsequently published on the Authority's website and had received good coverage in the media.

**Garda Síochána Inspectorate – Report on Domestic Abuse:** Members were advised that the Inspectorate's report on domestic abuse, which had been submitted to the Minister in October 2024, had been presented to cabinet, laid before the Houses of the Oireachtas and published by the Minister of Justice, Home Affairs and Migration on 20 March. Members were provided with a short overview view of media coverage of the report.

Members were apprised of a number of meetings that had taken place including:

- Irish Human Rights and Equality Commission (IHREC): The Chief Executive advised that a meeting had taken place with the Chief Commissioner and the Chief Executive of IHREC, in addition to a meeting with the organisation's Head of Legal. Members noted that the issues discussed at the meetings included the policing of homeless international protection applicants, profiling by Gardaí, and the collection of ethnic data. Members also noted that the importance of proactive communication and relationship building with the Garda Commissioner had been discussed with the Chief Commissioner and Chief Executive, in light of any future reviews under section 42 of the IHREC Act. The Chief Executive advised that the respective roles of IHREC and the PCSA and the importance of complementarity of the work of both organisations was acknowledged.
- Director of Public Prosecutions' (DPP) Head of Prosecution Standards and Principal Prosecutor: Members were advised that the purpose of the meeting was to discuss the work being undertaken by the Summary Prosecution Reform Steering Group, specifically quality assurance of the Garda prosecution of summary offences on behalf of the DPP. The Chief Executive advised that there had been a very constructive exchange of information regarding the potential for the PCSA to engage with the work of the steering group, from an oversight perspective. Members emphasised that the Garda Síochána act as agents on behalf of the DPP in terms of the prosecution of summary offences, and thus the DPP is warranted in seeking assurance on performance in this area.
- Deputy Commissioner Security, Strategy and Governance and the Chief Corporate Officer, An Garda Síochána. The Chief Executive advised that a recent meeting had been held to discuss how the Garda Síochána will work with the Policing and Community Safety Authority (PCSA) following commencement, to best serve the new legislation and the needs of the PCSA in respect of its oversight role. Members noted that a number of actions were agreed in respect of information provision, including in relation to finance and human resources. Members also noted that, pending internal re-structuring of the Garda liaison office, the Authority would continue to route its requests for meeting and information through existing channels.

Members were advised that the Policing Authority Annual Report was nearing finalisation and would be submitted to the Department of Justice in line with the statutory deadline.

Members noted that a research report funded by the Authority on the experiences of policing amongst Brazilians and people of African descent in Ireland was scheduled for publication in the coming days.

**Department of Justice (DoJ) Strategy 2025-2028:** Members considered and approved a draft response to the Department of Justice invitation to provide views on the drafting of the DOJ Strategy 2025-2028, subject to minor amendments.

<b>No.</b>	<b>Action point</b>	<b>By Date</b>	<b>By Whom</b>
<b>A_150_03</b>	Submit response to draft DoJ Statement of Strategy 2025-2028	ASAP	Chief Executive
<b>A_150_04</b>	Finalise Annual Report and submit to the Minister	ASAP	Chief Executive

## **5. Risk Management**

The Authority considered the monthly risk report, provided in accordance with its Risk Management Policy. The Chief Executive provided Members with an update on adjustments made to a number of risks. In light of the anticipated commencement of the PSCS Act 2004 within a short timeframe and the plans in place to facilitate this, Members were satisfied with the reduction in rating of a risk relating to a potential gap in funding between commencement and establishment.

## **6. Committee Updates**

### **a) Audit and Risk Committee**

The Chief Executive provided Members with an update in relation to the Audit and Risk Committee meeting that had taken place that morning. Members noted that the appropriation account had been submitted to the Comptroller and Auditor General on 12 March and that the audit was well under way. Members were also advised that the internal auditors had presented the findings of the audit of internal controls and noted that the auditors had determined substantive assurance in relation to the controls in place. Members commended Executive colleagues in relation to work in this area. Members were advised that work had been undertaken over the previous twelve months to close internal audit recommendations and that only one recommendation now remained open.

### **b) Policing, Strategy and Performance Committee**

The Chairperson of the Policing, Strategy and Performance (PSP) Committee provided Members with an overview of the meeting that had occurred on 24 March. It was noted that engagement with senior Garda colleagues had been very constructive, and a number of matters had been discussed including in relation to:

- **Policing Plan 2024 Quarter 4 performance report:** This Committee Chair advised that engagement had focussed on the status of the achievement of measures of success in relation to policing performance; retail crime; organised crime, in particular the utilisation of the organised crime threat assessment tool; drugs seizures and prosecutions; organised prostitution and roads policing. The Committee Chair also advised that in the context of the extension of the 2024 Policing Plan into 2025, there had been considerable discussion at the Committee meeting in relation to the impact of the EU Presidency on the plan's delivery.
- **Domestic and gender-based violence:** Members were advised that the Committee had discussed the recent publication of the Garda Inspectorate report on domestic abuse and that the findings were accepted and being taken very seriously. Members noted that disappointment had been expressed by senior garda colleagues at some of the inspection's findings, given the improvements to service delivery that had been made. Members also

noted that a desire to focus on ‘first contact’ on the part of individuals reporting experience of domestic violence or abuse had been highlighted by senior garda representatives.

The Authority discussed the utilisation of the domestic abuse risk assessment tool, based on feedback derived from Executive engagement across various garda divisions. Members noted that while it is mandatory to consider the tool’s use, in some divisions garda members were directed to use the assessment tool in all incidents reported. The potential for this approach to act as a disincentive to some individuals making further contact with the Garda Síochána, in addition to the potential traumatising effect of inappropriate application and approach was also considered.

- The Garda Síochána Operating Model: the Committee Chair advised that discussion had centred in particular on the operation of the performance assurance functional areas in each division, noting that there are a number of divisions where the Superintendent role was being filled on an acting basis, due to a number of vacancies.

## **7. PSCS Act**

Members noted a series of draft Appointments Regulations, which had been circulated for consultation by the Department of Justice and were required for commencement of the new Policing, Security and Community Safety (PSCS) Act 2024. These included regulations governing the making of appointments in addition to the delegation of the functions of the Garda Commissioner. Following consideration, Members were satisfied to provide a response to the Department indicating no comments or suggestions for change.

<b><i>No.</i></b>	<b><i>Action point</i></b>	<b><i>By Date</i></b>	<b><i>By Whom</i></b>
<b>A_150_05</b>	Submit response to the Department of Justice in relation to the draft Appointments Regulations.	ASAP	Chief Executive

## **8. Regulation 39 communication from the Garda Commissioner**

Members considered a request received from the Garda Commissioner on 28 February, which had been given initial consideration on 13 March, for Authority consent to dismiss a member of the Garda Síochána, in accordance with Regulation 39 (1) of the Garda Síochána (Discipline) Regulations 2007.

Following lengthy discussion and a detailed exchange of views, the Authority agreed, by majority decision, to consent to the request received. It was agreed that a confidential minute, summarising the Authority’s deliberations, would be prepared.

<b>No.</b>	<b>Action point</b>	<b>By Date</b>	<b>By Whom</b>
<b>A_150_06</b>	Letter to issue to the Commissioner to provide the Authority's consent to the Regulation 39 communication.	Immediate	Chief Executive

#### **9. Assessment of Policing Performance – Quarter 4 2024**

Members considered the quarter four overview of policing performance prepared by the Executive. It was noted that in keeping with previous quarters in 2024, as of year-end, performance against the Policing Plan was reported as largely at risk.

Members expressed concern regarding the impact on policing performance and resources of the upcoming EU presidency in 2026. Members noted that the updated plan for 2025 made no reference to planning for the EU Presidency. It was agreed that the matter would be discussed with the Commissioner in Part B of the meeting.

#### **10. Preparation for meeting with the Garda Commissioner**

Members discussed the agenda for the meeting and agreed the matters to be discussed with the Commissioner and his team.

#### **Documents for Noting by the Authority – March 2025**

The following documents were noted by the Authority Members:

<b>Document</b>		<b>Action Required</b>
<b>D_150_01</b>	Garda Síochána Inspectorate Domestic Abuse Executive Summary	For noting
<b>D_150_02</b>	Garda Síochána Inspectorate Domestic Abuse Final Report	For noting

## **Part B – Authority Meeting with the Garda Commissioner in private**

### **Attendance**

**Authority and Executive:** Elaine Byrne (Chairperson), Deborah Donnelly, Anthony Harbinson, Donal de Buitléir, Paul Mageean, Helen Hall (Chief Executive), Aoife Clabby (Secretary), Karen Shelly, Margaret Tumelty Shona Keeshan.

**Garda Síochána:** Justin Kelly, (Acting Garda Commissioner), Siobhan Toale (Chief Corporate Officer), Angela Willis (Assistant Commissioner) Johnathan Roberts (Assistant Commissioner), Eimear Bourke (Executive Director), Andrew McLindon (Director of Communications), Niamh O’Hara (Assistant Principal).

At the outset of the meeting, the Chairperson welcomed attendees to the 150<sup>th</sup> meeting of the Authority and noted that if the commencement date of the PSCS Act 2024 proceeds as anticipated, this would be the final meeting of the Policing Authority.

### **11. Transnational and Organised Crime**

The Authority asked the Acting Commissioner whether the recommendations of the recent Garda Inspectorate Report on Transnational and Organised Crime had been accepted.

The Acting Commissioner advised that the recommendations had been incorporated into their recommendations tracker and were currently being worked through. It was noted that whilst some recommendations are solely the responsibility of the Garda Síochána, others are multi-agency. The Acting Commissioner confirmed that most of the recommendations had been accepted, and some partially accepted. In addition, some recommendations have already been implemented since the publication of the report. The Authority inquired as to the timeframe for the provision of a formal response by the Garda Síochána to the recommendations and was advised that this would soon be forthcoming.

Members discussed the National Criminal Intelligence Framework (NCIF), which has been operating on a pilot basis, with the Acting Commissioner and his senior colleagues, noting that a determination is to be made in relation to the optimal framework for deployment..

Members were provided with an overview of the manner in which the NCIF operates in practice, including the links from national to regional and divisional structures ,and the role of the National Crime Intelligence Unit (NCIU) in sharing information and intelligence. Members also noted the agility and fluidity required to tackle organised crime groups before they become globalised and were apprised of measures used and training provided in this regard.

The extent of the use of encrypted networks by criminal gangs based in Ireland and the associated challenges in the cyber world were also highlighted.

In concluding discussion on the agenda item, senior garda colleagues highlighted the value of working with Europol and other international partners and the establishment of effective working relationships in tackling this highly complex crime type.



## **12. Assessment of Policing Performance – Quarter 4 2024**

At the outset of the agenda item, Members acknowledged that the matters discussed at the PSP Committee in relation to the Policing Plan 2025 had been considered, giving rise to a number of strategic issues, including the impact of the planning required for the EU presidency 2026 and a review of the Policing Plan in terms of measures of success. The Acting Commissioner was asked for his assessment of the impact of the EU Presidency and how that would be reflected in the Policing Plan for the current year.

The Acting Commissioner and his senior colleagues provided the Authority with a detailed overview of the operational scale of the EU presidency in 2026, and the anticipated draw on garda resources, noting that it will be the largest event ever hosted by the Irish state. The range of anticipated policing activity was outlined including high-level protection, security, planning for potential protest activity, and the overall requirement for detailed strategic threat and risk assessment. Members noted that these requirements would be in addition to the delivery of routine policing. Members were also advised that having early sight of the dates and locations for meetings of the presidency would be of significant benefit to support planning by the Garda Síochána.

Members were advised that the operation will require a significant investment of resources, not only whilst the EU presidency is running, but also in terms of planning over the course of 2025. Members engaged with the Acting Commissioner and his senior colleagues in relation to the nature and extent of the investment, including in relation to equipment, fleet and the associated operational and capital expenditure. The requirement for additional training for garda members was highlighted and the knock-on impacts on the capacity to deliver other specialist courses was noted. In discussing the capability of the organisation to deliver on these additional policing demands, as well as routine policing activity, the Acting Commissioner expressed confidence regarding the skills and experience required, but highlighted risks in relation to staff resilience in circumstances where the organisation is already under-resourced.

The Acting Commissioner advised that policing of the EU presidency had been added to the Garda Síochána Corporate Risk Register. The Authority was advised that, to date, there is currently no additional budget for operational expenditure allocated by government to enable the Garda Síochána to plan and run an operation of this unprecedented size. Members noted that a submission in respect of capital expenditure would be made under the National Development Plan. Members also noted that the allocated budget for overtime for 2025 was €50m below actual expenditure in 2024.

In considering the Policing Plan for 2025, as agreed with the Authority, Members expressed considerable concern that while the Garda Síochána had been keenly aware of the impact of the 2026 EU presidency on the organisation and the requirement for significant preparatory work to be undertaken during 2025, the quantum of this work had not been reflected in the Policing Plan. Members also noted the statutory dimension to the Policing Plan and role of both the Authority and the Minister in respect of its approval.

Following discussion, it was agreed that correspondence would issue from the Garda Síochána, notifying the Authority of an amendment to the 2025 Policing Plan to include an action in respect of planning for the 2026 EU Presidency. In this regard, senior garda colleagues were encouraged to consider whether other actions and measures contained in the plan required removal or scaling

back. It was agreed that on receipt of correspondence, the Authority would write to the Minister in respect of the update to the plan.

Members noted the receipt of correspondence from the Commissioner in relation to inspection and review undertaken of firearms coming into the possession of the Garda Síochána in the Kildare district. Members asked the Acting Commissioner about the organisation's assurance in relation to the current processes for the tracking and storage of firearms and were provided with an overview in this regard.

The Acting Commissioner was asked whether the Garda Síochána had satisfied itself in relation to the veracity of information contained in a recent media article regarding the storage of munitions in Garda HQ. Members discussed the planned internal audit to review the possession and storage of firearms. The Acting Commissioner advised that the audit process was just beginning, and it was agreed that the Garda Síochána would revert with a timeline for the process.

Members discussed recent reportage that the Garda Síochána had participated in a multi-agency tabletop exercise to test how the State would respond to a large-scale cybersecurity attack. Members asked the Acting Commissioner for his assessment of the extent of Garda Síochána preparedness for responding a cyber-attack of that scale. The Acting Commissioner outlined the role of the Garda Síochána, alongside other agencies and government departments with responsibility in this area. In terms of the specific remit of the Garda Síochána of investigating the criminal element of any such attack, the Assistant Commissioner advised that the organisation is prepared, and training is in line with international standards. Members were also advised that the Garda Síochána is seeking to embed a member of personnel within the National Cyber Security Centre.

### **13. Examination of domestic, sexual and gender-based violence and coercive control related crimes involving members of the Garda Síochána:**

Members asked the Acting Commissioner and his senior colleagues if they were satisfied that the recommendations arising from the examination of domestic, sexual and gender-based crimes involving members of the Garda Síochána had been adequately captured in the new Domestic Abuse Intervention Policy and Procedures. Assurance was provided that any recommendations from phase one of the examination had been incorporated. Members were further advised that there will be recommendations arising from phase two of the examination and that the policy and procedures will be reviewed again, in that context.

Members discussed with the Acting Commissioner the degree to which the organisation remains reliant on self-reporting in the case of orders being issued against garda members and whether it would be possible to put in place a mandatory requirement for disclosure of such information. Members were advised that the matter was the subject of detailed consideration and was not without difficulty in terms of its implementation.

In terms of the communication of information from the courts, Members were advised that this recommendation will take the longest to implement. The Acting Commissioner stressed the importance of cultural change in identifying problematic behaviour and incidents and pointed to strong reporting responsibilities being taken at divisional level as an indicator of positive change in this regard.

The Authority asked whether the examination had led to the identification of any people working in sensitive roles who might be perpetrators. The Authority was provided with assurance in this regard and further advised that the review process had been very valuable in highlighting shortcomings in terms of the current processes and procedures.

Members noted that in recent years there have been several examples of positive public praise for the Garda Síochána's response to incidents of domestic, sexual and gender-based violence. Members asked whether internal communications similarly offered assurance to personnel who may be suffering abuse at the hands of a garda member and that they will, similarly, be treated seriously and confidentially. The Acting Commissioner provided assurance that this message is being disseminated internally. The Authority noted that a message in this regard had issued from the Commissioner to all personnel within the organisation 18 months ago and again in recent days.

The Authority discussed the recommendations arising from the recent Garda Síochána Inspectorate's Report on Domestic Abuse and asked the Acting Commissioner how the Garda Síochána is structuring its response to the 52 recommendations. Members were advised that a process of tracking and assigning recommendations was in train, noting that some recommendations were already implemented, while others had interdependences with other agencies. It was agreed to revert to the Authority within three months with an update on the status of those recommendations for which the Garda Síochána's has direct responsibility.

<i>No.</i>	<i>Action point</i>	<i>By Date</i>	<i>By Whom</i>
<b>A_150_07</b>	To revert to the Authority with an update on the implementation of recommendations from the Garda Síochána Inspectorate's Report on Domestic Abuse	June 2025	Garda Commissioner

#### **14. Garda Síochána's approach to information reported in the media**

The Authority engaged with the Acting Commissioner and senior garda colleagues in relation to the Garda Síochána's strategy for counteracting misinformation and disinformation in the media. The significant challenges in this area were highlighted and it was noted that public misinformation is currently worse than it has ever been. The Authority was provided with an overview of alternative, positive means of pushing back against negative narratives and misinformation.

Members discussed the characterisation of the Garda Síochána in the media by various representative bodies with senior garda colleagues and discussed the ways in which the senior leadership engages with associations and unions. The recent recruitment campaign run by the Garda Síochána, which focused on, and provided a platform for, serving Garda members to speak about their roles and the benefits of the profession was highlighted as a very positive communications opportunity for the organisation.

Members briefly discussed the challenges arising when inaccurate information is raised and discussed, in the context of parliamentary privilege.

## **15. Commencement of the PSCS Act 2024**

The Chairperson noted that it was the 150<sup>th</sup>, and most likely the final, meeting of the Policing Authority. She emphasised the importance of the continuity of policing performance and inspection, with the imminent establishment of the Policing and Community Safety Authority (PCSA). The importance of the early establishment of a productive, constructive relationship was acknowledged by both the Chairperson and the Acting Commissioner. Early agreement on the statutory Memorandum of Understanding for the conduct of inspections was also emphasised, given the deadline of three months from the PSCS Act's commencement date. The Acting Commissioner affirmed that the Garda Síochána was looking forward to positive engagement with the Policing and Community Safety Authority in the future.

Having regard to the transition to the PCSA, it was clarified that the Post Implementation Reviews (PIRs), commenced by the Garda Inspectorate and involving Authority staff, would continue under the PCSA's remit.

## **16. Any other business**

A number of matters were discussed under this agenda item including:

- An update on giving effect to the data sharing agreement with TUSLA. Members were again advised that this was imminent.
- The Authority advised senior garda colleagues that a research report funded by the Authority on the experiences of policing amongst Brazilians and people of African Descent in Ireland would be published in the coming days.
- The timeline for the recruitment of a replacement for the role of Chief Information Officer. Members were advised that consideration was being given to the organisation's current and future requirements in the areas of data and technology and having regard to other organisations of similar scale.
- The upcoming public consultation on the Policing Priorities. An overview of the process, including engagement with garda personnel, was provided to the Acting Commissioner and his senior colleagues.
- The planned conclusion of the Garda Commissioner's term of office in early June. Members noted the view expressed that, while it created uncertainty for the organisation which was not ideal, the organisation is robust enough to continue to operate effectively and that service to the public would not be affected.
- The Authority's recent letter to the Minister for Justice, Home Affairs and Migration, which was acknowledged and welcomed by the Acting Commissioner.
- The Garda Síochána Operating Model, which has been the subject of a few reviews including the roll-out of the Business Services Functional Areas, the review of the three-county divisions and a questionnaire issued across all ranks and grades. Senior garda colleagues advised that correspondence and an overview of the finding and recommendations from these reviews would be shared with the Authority at an early date.

In concluding the meeting, the Chairperson expressed her sincere gratitude to her fellow Authority Members on the conclusion of their terms of office. She thanked them for their service to the Authority and the benefit that policing oversight had gained through their sharing of experience and skills. The Chairperson noted that these benefits would be of immense support to her in her new role as Chairperson of the PCSA.

The Acting Commissioner extended his sincere thanks to the Authority Members, noting that while engagement has had at times been robust and challenging, nevertheless a valuable light had been shone on the work of the Garda Síochána through this type of oversight.

<b><i>No.</i></b>	<b><i>Action point</i></b>	<b><i>By Date</i></b>	<b><i>By Whom</i></b>
<b>A_150_08</b>	Findings and recommendations from the Operating Model review to be shared with the Authority	ASAP	The Garda Síochána