

# Minutes of Meeting of the Policing Authority

Date: 16 December 2020

Venue: By Video Conference

## Part A - Authority Meeting

**Attendance** 

Authority: Bob Collins (Chairperson), Vicky Conway, Pat Costello, Deborah Donnelly, Judith

Gillespie, Valerie Judge, Paul Mageean, Moling Ryan.

**Secretary:** Aoife Clabby

Staff of the Authority: Helen Hall (Chief Executive), Margaret Tumelty, Cormac Keating, David Pasley,

Sharon O'Brien, Karen Shelly, Clare Kelly.

## 1. Meeting of Members in private

The Authority availed of the opportunity to have a meeting in private.

## 2. Chairperson's Opening Remarks

The meeting agenda was approved, as drafted. No conflicts of interest were declared in relation to any of the items for discussion.

The Chairperson advised that correspondence had been received from the Department of Justice in respect of the re-appointment of the five continuing Members of the Authority and had provided details of the proposed term of office. Members were also advised that the process for the appointment of new Members to the Authority was underway.

The Chairperson provided Members with an update on the status of the General Scheme of the Policing and Community Safety Bill and referenced a number of constructive meetings held with officials in the Department of Justice in relation to different elements of the General Scheme, in particular those relating to Community Safety.

The Chairperson highlighted the recent constraints relating to the identification of children in court proceedings, in the context of the provisions of the Children's Act and a recent court decision. It was agreed that the matter would merit engagement with the Commissioner.

Members noted correspondence issued to the Commissioner in respect of outstanding Garda Síochána information requests. The Chief Executive advised that of the items highlighted, only one response had been received to date. It was agreed that further work would be undertaken by the Executive to review information requests outstanding on the Garda Actions Register and further engage with the Garda Executive in that regard.

Members noted correspondence received from the Garda Síochána in relation to an examination of Computer Aided Dispatch Priority 1 Incidents. The Chief Executive advised that a briefing had been provided in relation to the approach to the review and that the matter was tabled for discussion with the Commissioner in Part B of the meeting.

Members considered a response received to a request, submitted earlier in the year, for information regarding access to legal advice by persons in custody during COVID-19. Following discussion, it was agreed that the Executive would liaise with the Law Society of Ireland's Criminal Law Committee to further understand the experience of practitioners in this area. It was also agreed that the Authority would establish with the Commissioner his assurance regarding organisation-wide adherence to the Operational Order currently in place.

Members noted the response received to a request for data in relation to the incidence of non-attendance by Gardaí at court and discussed the nature of the data held and the level of information provided.

Members also noted the time taken to respond to the request. It was agreed that the matter would be raised with the Commissioner and that additional information would be requested.

Members noted correspondence received from the Garda Síochána Ombudsman, providing a copy of a systemic recommendation on conclusion of an investigation into a complaint which included an allegation of assault. Following discussion, it was agreed that it would be helpful to obtain further information on the matter.

No.	Action point	By Date	By Whom
A_083_01	Further review to be undertaken of items on the Garda Actions Register	January	Chief Executive
A_083_02	Additional information to be requested from the GS in relation to the incidence of non-attendance by Gardaí at court.	ASAP	Chief Executive
A_083_03	Engage further with the Garda Síochána Ombudsman regarding the copy of the systemic recommendation received.	ASAP	Chief Executive

### 3. Minutes and Matters Arising

The minutes of the meetings on 13<sup>th</sup> November and 25<sup>th</sup> November were approved and cleared for publication.

The log of actions was noted. It was noted that the proposal to close an action in respect of Authority consideration of Article 2 compliance in relation to the Garda Síochána was done in error and that the recommendation remained in progress. The Authority noted the volume of outstanding Garda Síochána information requests. The Chief Executive advised that the matter had been drawn to the Commissioner's attention and that it had been agreed that there would be engagement early in 2021 on the matter with the Chief Superintendent in the Commissioner's office.

### 4. Appointments

The Secretary briefed members on the outcome of the clearance process in respect of a candidate on the Superintendent panel. Members considered the outcomes of the clearance process and appointed the candidate with effect from the date of taking up their position, as assigned by the Garda Commissioner.

Members considered a proposal to establish a panel for appointment to the rank of Chief Superintendent in the Garda Síochána, having regard to the report of the selection board for the competition and the candidate order of merit. In determining the number of candidates to be placed on the panel, Members had regard to a number of factors, including any precedents, the number of existing vacancies and any required contingencies. Following discussion, the Authority was satisfied to approve the establishment of a panel of candidates for appointment to the rank of Chief Superintendent, as recommended. The principles attaching to the communication of the competition results and the statistical information in respect of the competition were also noted.

The Authority considered and approved a request received from the Garda Síochána to appoint a Principal Officer as Head of Data Architecture.

Members considered a request from the Garda Síochána to review and provide feedback on a Candidate Information Booklet for the permanent position of Head of ICT Operations. Clarification was sought in relation to the eligibility criteria contained in the booklet, and the potential impact of Brexit on prospective candidates. It was agreed that the matter would be raised with the Garda Síochána and with the Department of Justice, in the context of the Authority's approval role. Members also requested that consistent reference to the Code of Ethics in all Candidate Information Booklets would be ensured and it was agreed that this matter would be raised with the Garda Síochána.

Members considered a request for comment on the draft Candidate Information Booklet for the position of Human Resources Director in the Garda Síochána. A number of clarifications were sought in respect of the organisation chart, depicting the future HR&PD structure, in particular in relation to strategy and performance, learning and development and training and professional development. It was agreed that these matters would be raised with the Garda Síochána.

No.	Action point	By Date	By Whom
A_083_04	Seek clarity from the Garda Síochána and the Department of Justice regarding candidate eligibility and Brexit impact.	January	Chief Executive
A_083_05	Request consistent inclusion, by the Garda Síochána, of reference to the Code of Ethics in all Candidate Information Booklets.	Immediate	Garda Síochána
A_083_06	Seek clarity in respect of HR&PD future structure in the areas of strategy and performance, learning and development and training and development.	Immediate	Chief Executive

### 5. Chief Executive's Report

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

- Members were apprised of a steering group meeting that had taken place to consider a 'wraparound' report developed arising from the Mazars report to review the Garda Siochána finance function. The Chief Executive provided an overview of the feedback given by the steering group to the Garda Siochána and advised that a series of bi-lateral meetings were scheduled to take place in January, to consider how to progress the implementation of the report.
- The Chief Executive informed Members that the interim indications from the recent Internal
  Controls Audit, highlighted issues in respect of the timely payment of invoices during 2020 and that
  this had been brought to the attention of the Audit and Risk Committee Chairperson and to the
  members at the Committee's recent meeting.
- Members were advised that clarity was being sought from the Data Protection Commissioner in relation to any implications for Authority Members resident outside the state, in the context of Brexit.
- The Chief Executive reported recent engagement with the OPW to discuss a number of matters in relation to the Garda Síochána estate. Members noted that a meeting between the OPW Chairperson and the Authority's Chairperson and Chief Executive was scheduled for January 2021.
- Members were notified of an FOI matter.
- Members noted that there had been further engagement by the Chairperson and Chief Executive
  with the Commissioner in relation to the on-line publishing, without consent, of thousands of
  intimate images of Irish women and that information and assurance had been provided that the
  matter was being handled by the Garda Síochána
- Members noted that, on foot of the Safeguarding Ireland 2019 report and the published information on instances of elder abuse, the Garda Síochána had initiated a review of its reporting mechanisms for elder abuse, both through monthly tactical assessment reports and the PULSE system.
- Members were apprised of progress to finalise the UCC Bursary Report on experiences of young
  people being questioned by the Garda Síochána and noted that the report would be brought for
  consideration to the January meeting. Members sought further detail in relation to the
  confidentiality arrangements in place for conducting the research and any responsibilities arising in
  respect of mandatory reporting. It was agreed that this matter would be confirmed with the
  researcher.
- Members discussed the Ireland 2020 Report of the European Committee for the Prevention of
  Torture and Inhuman or Degrading Treatment or Punishment. The Chief Executive advised that the
  report would be tabled for discussion at the January meeting and also advised that a meeting was
  contemplated with the Inspector of Prisons in the New Year to engage on the report's findings,
  among other matters.
- Members considered and approved a draft response to the Garda Síochána Ombudsman Commission's consultation on its Statement of Strategy 2021-2023.
- Members noted the content of the Policing Authority Infographic 2020. The Chief Executive
  advised that the Infographic and the 10<sup>th</sup> Authority Report on Policing Performance during COVID19 would be launched at a virtual media conference on 22 December.

Members noted items in the monthly correspondence report and approved proposals to refer specific items on an anonymised basis to the Commissioner.

No.	Action point	By Date	By Whom
A_083_07	Seek clarification from UCC researchers regarding confidentiality arrangements and mandatory reporting responsibilities.	ASAP	Chief Executive
A_083_08	Meet with the Inspector of Prisons on CPT report and other matters.	ASAP	Chief Executive

### 6. Committee Updates

## 6.1. Garda Appointments Quality Assurance and Selection Governance Committee

The Committee had not met since the last Authority meeting.

# 6.2. Policing Strategy and Performance Committee (PSPC)

The Committee Chair provided a summary of discussions that had taken place at the 7 December meeting of the PSPC and of the issues arising. The Committee Chair advised that the Committee had been briefed on a proposed examination, by the Garda Síochána, of Computer Aided Dispatch Priority 1 incidents. The Committee had also engaged with Garda representatives on their assessment of performance against the Policing Plan in 2021 and that a number of areas had been highlighted. The specific need to maintain progress and momentum on these areas in 2021 had been emphasised to Garda representatives by the Committee.

The Committee Chair provided Members with a summary of discussions that had taken place in relation to the investigation and detection of sexual offences and advised that the Committee had welcomed the Garda Síochána's decision to broaden the scope of the detections review in this area.

The Committee Chair advised Members that work on the Policing Plan 2021 was significantly advanced and that the associated milestones were expected to be finalised in January. The Committee Chair outlined the Garda Síochána's proposed approach to reporting on change enablers in the 2021 plan.

## 6.3. Garda Organisational Development Committee (ODC)

The Committee Chair provided Members with an overview of matters discussed at the 9 December ODC meeting. Members noted that there had been constructive engagement with Garda representatives in relation to a number of matters. The Committee Chair highlighted current work being undertaken by the Ethics and Culture Bureau to map complaints and disciplinary issues in the organisation, with a view to identifying trends and develop targeted training. Members noted that the validation exercise to determine the numbers who had signed the Code of Ethics was ongoing and that the figure currently stood at 91%. The Chair Committee also referenced engagement that had taken place on the extent of the roll-out of the Operating Model and the consistency of approach across divisions.

### 6.4. Policing Reform Working Group

The Group had not met since the last Authority meeting.

### 7. Audit, Governance and Risk

Members considered the monthly report on risk, in accordance with the Authority's Risk Management Policy, noting a number of small changes to the register. It was agreed that the finalisation of the CEO contract by the Department of Justice and the Department of Public Expenditure and Reform should be noted in the register.

The Committee Chair conveyed the Committee's concern regarding the issues that the Chief Executive had raised in respect of the timely payment of invoices and emphasised the need for sufficient measures to be in place to ensure the organisation's future adherence to the Prompt Payment of Accounts Act.

No.	Action point	By Date	By Whom
A_083_09	Finalisation of the CEO contract by the Department of Justice and the Department of Expenditure and Reform to be noted in the Policing Authority Risk Register.	Immediate	Executive

### 8. General Scheme of the Policing and Community Safety Bill

There were no matters for discussion under this agenda item.

## 9. Policing Performance

### a) Assessment of 2020

Members agreed matters for discussion with the Commissioner in part B of the meeting.

### b) Policing During COVID-19

The Chief Executive advised that the 10<sup>th</sup> Report on Policing Performance by the Garda Síochána during the COVID-19 Health Crisis would be submitted to the Minister for Justice on 19<sup>th</sup> December and launched at an on-line media event on 22 December.

Members considered the information note provided, detailing engagement with stakeholder organisations and groups, in support of its engagement with the Commissioner on policing during COVID-19, in part B of the meeting. Having regard to some recent negative experiences recounted to the Executive, Members discussed matters relating to the tone of policing and the capacity of poor individual behaviour to negatively impact on the perception and experience of policing for some stakeholder groups.

## c) Policing Plan 2021

Members gave detailed consideration to the draft Policing Plan 2021, in particular of the extent of inclusion of enabling functions to ensure the plan's delivery across a range of areas.

Reflecting on discussions that had taken place with the Garda Síochána at both the PSPC and ODC meetings and in meetings between the Chairperson, Chief Executive and members of the Garda Senior Leadership Team, there was broad agreement that the draft Plan, as constituted, was significantly improved in its capacity to drive and be central to the work of the organisation, at every level. Members acknowledged that further clarity was required in respect of the scope of what is to be achieved in relation to a number of targets. Members agreed that the totality of the organisation was

adequately reflected in the plan. Members gave consideration to the range of measures that might be included in the plan, in order to appropriately enable oversight and assessment of progress.

It was noted that milestones for the draft Plan would be provided in January. It was agreed that a further iteration of the Plan should be provided for consideration by the Chairperson and Committee Chairpersons.

Following a detailed and wide-ranging discussion, the Authority was satisfied to approve the draft Policing Plan 2021, in principle, subject to a number of requests for clarification in respect of some of the proposed measures and the provision of target milestones.

No.	Action point	By Date	By Whom
A_083_10	Garda Síochána to provide further draft of the Policing Plan 2021 and associated milestones.	Immediate	GS

## 10. Garda Síochána Operating Model

Members considered presentation material on the roll-out of the Operating Mode that had been presented to the Organisation Development Committee at its meeting on 9<sup>th</sup> December. Members were also provided with a verbal update by the Executive in relation to a meeting held with the Operating Model roll-out team in Cork City Division, to discuss the experience of establishing the business services functional area hub and progress on the performance assurance hub.

Members were advised that a briefing had been offered to Authority Members and staff in the New Year to evidence the impact of the Operating Model to date in a number of Garda divisions. It was agreed that a briefing should be organised after the appointment of the new Members of the Authority.

No.	Action point	By Date	By Whom
A_083_11	A briefing on the impact of the Operating Model to be organised for Authority members and staff.	Q1	Chief Executive

## 11. Five Year Review of Authority Functions

Members considered a revised draft of the Five Year Review of the Performance of the Policing Authority's Functions, incorporating feedback received at the 25 November meeting. In considering the revised draft, Members also had regard to a report on a series of independently conducted stakeholder interviews.

Members expressed broad satisfaction with the draft Review. A minor number of drafting suggestions were proposed and agreed. Consideration was given to the structure of the report and it was agreed that some of the material would benefit from re-ordering on a thematic basis. It was further agreed that the proposed changes would be reviewed by the Chairperson and Chief Executive.

Following discussion, the Authority was satisfied to approve the draft Five Year Review, subject to the proposed drafting amendments and re-structuring, for finalisation and submission to the Minister for Justice.

No.	Action point	By Date	By Whom
A_083_12	Finalise the 5-Year Review of Performance of the Policing Authority's functions in consultation with the Chairperson and submit to the Minister for Justice.	ASAP	Chief Executive

#### 12. Business Plan 2021

The Chief Executive introduced the draft Authority Business Plan for 2021, advising that the draft Objectives and Actions, as set out, would be subject to detailed planning by the Executive in the New Year. The Chief Executive also advised that the approval being sought for the Business Plan 2021 was preliminary in character and that the plan would be provided to new Authority Members, once appointed, to provide them with an opportunity to feed into the process, prior to the plan's finalisation and publication. In considering the plan, Members had regard to an appendix detailing the expected status of actions to achieve corporate priorities to the end of 2020.

Members were broadly satisfied with the proposed draft Business Plan and noted and supported the proposal to review proposed oversight areas quarterly and adjust, if necessary, in response to issues that may arise. In considering the future role of the Policing and Community Safety Authority, Members discussed the nature and frequency of existing engagements with the Garda Inspectorate and the Garda Síochána, as well mechanisms for engagement with the Garda representative bodies. It was agreed that these matters would be given further consideration in the context of the plan's implementation.

## 13. Preparation for Meeting with the Commissioner

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

### 14. Other Business

It was agreed that a copy of the Garda Síochána draft Workforce Plan would be provided to the Members in hard copy.

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

### **Attendance**

Authority and Executive: Bob Collins (Chairperson), Pat Costello, Judith Gillespie, Valerie Judge, Paul

Mageean, Moling Ryan, Helen Hall (Chief Executive), Margaret Tumelty,

Cormac Keating, Aoife Clabby (Secretary).

**Apologies** Vicky Conway

Garda Síochána: Drew Harris (Garda Commissioner), John Twomey (Deputy Commissioner),

Joe Nugent (Chief Administrative Officer), David Gilbride (Executive Director), Finbarr O'Brien (Assistant Commissioner), Anthony O'Donnell

(Chief Superintendent) Gráinne Shortall (Assistant Principal).

#### 15. Garda Síochána Risks and Resources

Members were provided with details of work being done to progress the report on the review of the Garda Síochána finance function. The Chief Administrative Officer advised that a constructive meeting of the review report's steering group had taken place on 15 December to consider a draft 'wrap around' document and that bi-lateral meetings were being organised for early January. The CAO acknowledged the Authority's view that the wrap-around document needs to explicitly link to the recommendations in the review report and advised that this view was shared by the steering group. It was also acknowledged that while the Executive Director, Finance role was currently vacant, in the short term there were recommendations arising from the review that could, nonetheless, be progressed.

Members discussed the Garda Síochána financial returns to the end November, as provided to the Joint Working Group on Garda Síochána Resources and queried whether an adjustment could be made to include an end of year estimate position. The CAO advised that the nature of the document was such that it was not intended for planning purposes.

Members discussed the extent to which the new Operating Model had been costed and noted that significant additional costs were anticipated, particularly in relation to accommodation.

### 16. HR Related Matters

The Commissioner provided Members with an update in relation to a HR matter.

The Commissioner advised Members of a forthcoming engagement with members of the Garda Representative Association.

Members discussed the draft Garda Síochána Workforce plan with the Commissioner and sought to clarify when the plan would include commentary and strategic analysis. The Commissioner outlined the inputs into the development of the plan to date, in addition to the financial and other analysis required to determine and set out its achievability. The Commissioner advised that further work would be undertaken early in the New Year to interrogate and prepare for the demands identified in the plan.

## 17. Examination of Computer Aided Dispatch

At the outset of the agenda item, the Chairperson conveyed the Authority's appreciation of the early notification of the examination of Computer Aided Dispatch Priority 1 incidents. Members were provided with a detailed overview of the background to, and context for, the examination of the incidents. Members

sought further clarification in respect of the decision to undertake the examination and matters informing its scope. The timeframe for the analysis required to undertake the review was discussed. The need to identify and prioritise areas within the review was also highlighted. The critical importance of good governance in the management and protection of personal data was stressed by the Commissioner.

Following discussion, it was agreed that the examination would be subject of on-going engagement between the Authority and the Commissioner.

## 18. Policing Performance

#### a) Assessment of 2020

In introducing the agenda item, the Chairperson noted the series of successful detections, the significant disruption of criminal activity and the successful prosecution of a number of high profile cases, all taking place against the backdrop of the challenges of policing the COVID-19 health emergency. The Chairperson invited the Commissioner to provide his assessment of policing performance by the Garda Síochána over the course of 2020.

The Commissioner highlighted a number of achievements, including the roll-out of protective services across all Garda divisions; the number of successful drug detections and the increased emphasis on street-level dealing and on tackling drugs intimidation; the disruption of organised crime gang activity and positive inter-agency working with Europol and Interpol on intelligence-led operations;. In commenting on the number of successful detections and court outcomes, the Commissioner highlighted the complexity and time involved in their achievement. The Commissioner noted that the year had not been without its tragedy for the organisation, with the fatal shooting of Garda Colm Horkan.

Members discussed the issue of organised crime in Ireland with the Commissioner, its impact on the community, its links to a bigger international presence and the importance of inter-agency working in this regard. While noting that such criminal activity could not be eradicated, the Commissioner expressed confidence in the Garda Síochána's ability to impede its growth. The Commissioner also identified the requirement for further concentration of effort in the area of drugs intimidation.

## b) Policing During COVID-19

Noting the Commissioner's assessment of policing performance in 2020, no additional matters were discussed under this agenda item.

# c) Policing Plan 2021

Members discussed the draft Policing Plan 2021 with the Commissioner and sought his assessment in respect of further work required to bring the plan to completion. The Commissioner advised that there were a small number of areas that required additional focus and follow-through. The Commissioner also highlighted areas of particular challenge for the Garda Síochána in 2021, arising from COVID-19, in particular training delivery and recruitment. The Commissioner advised that further consideration was being given to the mitigation of any impact of Brexit on existing policing arrangements. The Commissioner expressed a desire for the Plan to speak to all parts of the organisation and more explicitly link the work of the organisation, nationally, regionally and divisionally.

Members expressed some residual concern in relation to the extent of inclusion of the key change enablers of HR, Training, ICT and Finance in the plan, in addition to the inclusion of initiatives to measure and report on crime trends and detections. The Commissioner provided assurance that key

enablers were appropriately captured, in particular those initiatives designed to deliver organisational change. The Commissioner advised that the foreword to the plan would be important in giving clear expression to the contribution of personnel across all areas of the organisation to policing in the state.

Members acknowledged the significant work undertaken to bring plan to its current draft and discussed the timeframes for finalisation and submission. It was agreed that a final draft would be provided to the Authority by Friday 18 December, with a view to the Plan's approval shortly thereafter.

No.	Action point	By Date	By Whom
A_083_13	Garda Síochána to finalise the draft Policing Plan 2021 for submission to the Policing Authority by 18 <sup>th</sup> December 2021.	Immediate	Garda Síochána.

## 19. Garda Síochána Operating Model

Members were provided with a presentation on key areas of progress in the roll-out of the Garda Síochána Operating Model, in particular the readiness assessment undertaken of each division and their consequential grouping; work undertaken to process map and roll out the Business Services Functional Area Hubs in Group 1 Divisions; and the commencement of the roll-out of the Performance Assurance Hubs. Members were provided with detail relating to the project management approach adopted to the Model's roll-out and the timeframes envisaged for the roll out of each functional hub. An overview of progress being made at national and regional level was also provided.

Members discussed the extent of benefits realisation, noting that this was primarily being experienced in the Business Services Functional Areas of the Group 1 Divisions currently. Members also discussed local responses and the Commissioner provided a brief overview of the nature of engagements on the Operating Model at Joint Policing Committees. The role of Inspectors as the key link with the JPCs was emphasised.

Noting the changed approach to the Model's roll-out, due to COVID-19, Members commended the Commissioner for the organisation's agile response and sustained progress made over the course of the year.

### 20. Non-Security Covert Policing

At the outset of the agenda item, the Chairperson conveyed the Authority's desire to ascertain the assurances in place for the Commissioner to ensure that matters including human rights and ethics are as carefully and clearly dealt with in the non-security covert policing as in other parts of the organisation.

The Commissioner provided members with a comprehensive overview of processes and mechanisms for review currently in place, within the existing legislative framework. The Commissioner advised that work was underway to update existing procedures in respect of covert human intelligence from the perspectives of good governance and in the context of the new Operating Model. The Commissioner further advised that an independent legal view was being sought to consider existing processes and establish any changes required. Arising from the review, the Commissioner proposed that a mechanism could be established to provide independent assurance to the Policing Authority in respect of matters relating to human rights, ethics and other areas of oversight interest.

The Authority also discussed with the Commissioner the drivers for intelligence prioritisation and the intelligence requirements at divisional and national level, in addition to interactions with international

agencies. Members noted that processes outlined will be further formalised in the context of the regional structures and the overall Operating Model for the organisation.

No.	Action point	By Date	By Whom
A_083_14	Garda Síochána to provide independent assurance on a range of governance and other matters in the area of non-security covert policing, following independent legal review.	ASAP	Garda Síochána.

# 21. Brexit

Members discussed a number of matters in relation to this agenda item. Highlighting the evolving nature of the situation, Garda representatives outlined work on-going with the PSNI to address areas of concern. Members also considered the potential implications of a 'no deal' Brexit scenario on policing arrangements and on any agreements currently in place. The Commissioner outlined requirements to ensure the continuance of existing information sharing protocols.

# 22. Commissioner's Monthly Report to the Authority

Members noted the Monthly Report provided by the Commissioner and discussed a number of matters including policing the COVID-19 health emergency and the statistics provided in relation to the use of force. The Commissioner affirmed that the target to publish use of force statistics from January 2021 would be met.

### 23. Other Business

The Commissioner paid tribute to the outgoing Authority Members and extended his thanks for their support and commitment and acknowledge the positive impact that this had made to the Garda Síochána in improving policing in Ireland.

The Chairperson acknowledged the significant contribution of the departing Authority members, Ms. Judith Gillespie, Dr Vicky Conway and Mr. Pat Costello, on the conclusion of their term of office. He highlighted the Members' foundational role in the Authority's establishment and their stewardship of the organisation over the course of their term. The Chairperson also conveyed the good wishes of the former Chairperson, Ms. Josephine Feehily and the former Secretary, Ms. Aileen Healy. The Chairperson concluded by thanking the outgoing Members for their fellowship and shared sense of purpose and wished them success in their future endeavours. Authority Members echoed these sentiments.