



PCSA

Údarás Póilíneachta
& Sábháilteachta Pobail
Policing & Community
Safety Authority

Schedule of Delegations

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1. Overview

The role of the Members of the Policing and Community Safety Authority – an t-Údarás Póilíneachta agus Sábháilteachta Pobail (hereafter referred to as the Authority) is to:

- Provide leadership, vision and strategic direction within a strong internal governance and compliance framework which enables risk to be assessed and managed;
- Be a source of guidance, insight, wisdom and judgement to the Chief Executive and the Senior Management Team (SMT);
- Ensure that a proper balance is achieved between the respective roles of the Members, the Chairperson and the Executive;
- Consider and determine the PCSA’s policies;
- Oversee the implementation of those policies by holding the Chief Executive and the SMT to account for the performance of the organisation in the context of the PCSA’s statutory responsibilities, Strategy Statement and Annual Business Plans;
- Set performance targets, including key financial targets and; in particular, to agree and closely monitor the budget; and
- Ensure that the Authority behaves ethically and in a manner that accords with its core values.

An effective Authority controls the business and delegates day-to-day responsibility to the executive management.

The Chief Executive is the PCSA’s accounting officer¹ and the Policing, Security and Community Safety Act 2024 (hereafter referred to as ‘the Act’) sets out the Chief Executive’s role in summary terms, when it states:

The chief executive of the Authority shall have the following functions:

- a) to implement the policies and decisions of the Authority;*
- b) to carry on and manage, and control generally, the staff, administration and business of the Authority;*
- c) to perform such other functions (if any) as may be determined by the Authority or as may be authorised under this Act or any other enactment²*

¹ Section 140 (1) of the Act

² Section 129 (7) of the Act

Notwithstanding this, there are a number of matters which are required to be or, in the interests of the Authority, should only be decided by the Authority as a whole. It is incumbent upon the Authority to make it clear what matters are reserved for it.

Section 2 below sets out the overall expenditure limits for the Chairperson and Chief Executive. The matters reserved to the Authority in several distinct areas are set out in Appendix 1 and the specific delegations of functions from the Act are outlined in Appendix 2.

2. Overall Expenditure Delegation

Members have delegated the following authority to approve expenditure to the Chairperson and Chief Executive:

- Pay: The Chief Executive may approve all expenditure relating to pay, including Members' fees and expenses in accordance with PCSA's policies and procedures. For the avoidance of doubt, all expenditure relating to pay includes the payment of tax, social insurance and other deductions to the appropriate authorities and other third parties.
- Non-Pay: The Chief Executive may approve non-pay expenditure to a maximum of €25,000 per single item, subject to an overall maximum of €800,000 in a financial year and in accordance with Authority policies and procedures. Individual items of non-pay expenditure exceeding €25,000 and less than, or equal to €50,000 require the joint approval of the Chief Executive and the Chairperson.

Approval of expenditure in excess of the above levels is reserved to the Authority.

Appendix 1 – Schedule of Governance Matters reserved to the Authority

1. Strategy and Management

- 1.1. Supervision of the overall management of the PCSA.
- 1.2. Approval of the PCSA's long-term objectives and strategy.
- 1.3. Oversight of the annual and multi-annual operating and capital expenditure budgets and any material changes to them.
- 1.4. Oversight of the PCSA's operations ensuring:
 - competent and prudent management;
 - sound planning;
 - an adequate system of internal control;
 - adequate accounting and other records; and
 - compliance with statutory and regulatory obligations.
- 1.5. Oversight of performance in light of the PCSA's strategy, objectives, business plans and budgets and ensuring that any necessary corrective action is taken.

2. Financial Reporting, Internal Control and Risk Management

- 2.1. Approval of the annual report and financial statements.
- 2.2. Approval of accounting policies and any changes thereto.
- 2.3. Approving the composition and terms of reference for the Audit and Risk Committee.
- 2.4. Ensuring maintenance of a sound system of internal control and risk management including:
 - receiving reports on, and reviewing the effectiveness of, the PCSA's risk and control processes to support its strategy and objectives;
 - ensuring there is an annual assessment of those processes; and
 - approving an appropriate statement for inclusion in the annual report.

3. Contracts

3.1. Approval of major capital projects. (i.e. contract amounts in excess of €50,000);

3.2. Approval of major non-capital contracts (i.e. contract amounts in excess of €50,000); and

3.3. Approval of contracts not in the ordinary course of the PCSA's business.

4. Authority Membership and Other Appointments

4.1. Ensuring adequate succession planning for senior management;

4.2. Appointment and removal of the Chief Executive including determining terms and conditions relating to remuneration in accordance with the Act³.

5. Delegation of Authority

5.1. Approval of the PCSA's scheme of delegations;

5.2. Establishing, and determining the constitution of, Committees of the PCSA;

5.3. Approval of the terms of reference of PCSA Committees; and

5.4. Receiving reports from PCSA Committees on their activities.

6. Corporate Governance Matters

6.1. Approving the PCSA's Corporate Governance framework;

6.2. Undertaking periodic review(s) of the PCSA's own performance and/or that of its Committees; and

6.3. Review and oversight of the PCSA's overall corporate governance arrangements.

³ Under section 129 (1) of the Act, this has to be with the consent of the Minister.

Appendix 2 – Delegation schedule for certain statutory functions in the Act

All functions of the Authority set out in the Act are reserved to the Authority Members in plenary unless explicitly set out in this table.

For the avoidance of doubt, notwithstanding the delegation of the functions below to the Chief Executive and any staff member nominated by them, the Authority also reserves the right to exercise those functions. Nothing in this delegation removes the Chief Executive’s responsibility to keep the Authority Members appropriately informed.

Section of the Act ⁴	Text of the Act	Subject	Delegation status
26 Appointment of Garda Commissioner	26.(3) - Prior to inviting the Service to undertake a selection competition under subsection (2), the Minister shall consult with—(b) the Authority, with regard to the criteria relating to knowledge, ability and suitability for appointment as the Garda Commissioner (in this section referred to as the “selection	Advising Minister on selection criteria for the Garda Commissioner role.	CEO to advise Authority of recommended selection criteria for role. Authority to reserve the right to authorise final recommendation to the Minister.

⁴ Policing, Security and Community Safety Act 2024

Section of the Act ⁴	Text of the Act	Subject	Delegation status
	criteria”) and the recruitment process for such appointment.		
27 Appointment of Deputy Commissioner	Prior to inviting the Service to undertake a selection competition under subsection (2), the Minister shall consult with—(b) the Authority, with regard to the criteria relating to knowledge, ability and suitability for appointment as the Garda Commissioner (in this section referred to as the “selection criteria”) and the recruitment process for such appointment.	Advising Minister on selection criteria for the Garda Deputy Commissioner role.	CEO to advise Authority of recommended selection criteria for role. Authority to reserve the right to authorise final recommendation to the Minister.
37 Directives from Minister	37 (2) The Authority may recommend to the Minister that a directive concerning a	Issuing recommended directive	Reserved to Authority

Section of the Act ⁴	Text of the Act	Subject	Delegation status
	specified matter relating to policing services be issued under subsection (1).		
42 Arrangements for obtaining views of the public	42(2) Before making any arrangements under this section, the Garda Commissioner shall consult with the Minister and the Authority in relation to any proposed arrangements.	Providing consultative response on arrangements	Reserved to Authority
52 Powers of persons appointed to rank of reserve Garda	52 (2) The Garda Commissioner may, having consulted with the Authority and the Minister, determine the range of powers to be exercised, and duties to be carried out, by members of An	Providing consultative response on arrangements	Reserved to Authority

Section of the Act ⁴	Text of the Act	Subject	Delegation status
	Garda Síochána of the rank of reserve garda.		
61 (1) Setting of Priorities by Authority for policing services	61(1) The Authority shall, with the approval of the Minister, determine priorities for An Garda Síochána in performing its functions relating to policing services (in this Act referred to as “policing priorities”).	Issuing Policing Priorities	Reserved to Authority
61 (2) Setting of Priorities by Authority for policing services (cont.)	61(2) – Before determining policing priorities, the Authority shall consult with— (a) the Garda Commissioner, (b) the National Office, and	Consultation prior to setting of Policing Priorities	Reserved to Authority

Section of the Act ⁴	Text of the Act	Subject	Delegation status
	(c) such other persons as the Authority considers appropriate.		
63 Strategic plan	(5) In preparing a strategic plan, the Garda Commissioner shall have regard to – (b) such views of the Authority as may be provided under section 122(2)(p)	Providing views on strategic plan	Reserved for Authority
65 Annual service plan	(4) When preparing an annual service plan, the Garda Commissioner shall— (b) have due regard to— (i) such views of the Authority as may be provided under section 122(2)(q)	Providing views on annual service plan	Reserved for Authority

Section of the Act ⁴	Text of the Act	Subject	Delegation status
78 (1) Code of Ethics for members of Garda personnel	<p>78. (1) The Authority shall issue a code of ethics that includes—</p> <p>(a) standards of conduct and practice for members of garda personnel, and</p> <p>(b) provisions to encourage and facilitate the reporting by members of garda personnel of wrongdoing in An Garda Síochána.</p>	Issuing Code of Ethics	Reserved to Authority
78(2) Code of Ethics for members of Garda personnel (cont.)	<p>(2) The Authority shall, before issuing a code of ethics under this section, consult with the following in relation to the content of the code:</p> <p>(a) the Minister;</p>	Consultation prior to setting Code of Ethics	Delegated to the Chief Executive and/or any other staff members nominated by the Chief Executive

Section of the Act ⁴	Text of the Act	Subject	Delegation status
	<p>(b) the Minister for Public Expenditure, National Development Plan Delivery and Reform;</p> <p>(c) the Garda Commissioner;</p> <p>(d) the Board;</p> <p>(e) the associations established in accordance with section 59 (1);</p> <p>(f) any recognised trade union or staff association representing members of garda staff;</p> <p>(g) the Irish Human Rights and Equality Commission;</p>		

Section of the Act ⁴	Text of the Act	Subject	Delegation status
	<p>(h) the Standards in Public Office Commission;</p> <p>(i) the Police Ombudsman;</p> <p>(j) any other person or body appearing to the Authority to have an interest in the matter.</p>		
78(4-5) Code of Ethics for members of Garda personnel (cont.)	(4) The Authority may amend a code of ethics issued under this section and references in this section to issuing a code of ethics shall, unless the context otherwise requires, be construed as including references to amending such a code.	Amending or revoking Code of Ethics	Reserved to Authority

Section of the Act ⁴	Text of the Act	Subject	Delegation status
	(5) The Authority may revoke a code of ethics issued under this section.		
78(6-7) Code of Ethics for members of Garda personnel (cont.)	<p>(6) Whenever the Authority issues a code of ethics under this section, the Authority shall provide the Minister with a copy of the code so issued and the Minister shall, as soon as practicable after he or she receives it, cause a copy of it to be laid before each House of the Oireachtas.</p> <p>(7) The Authority shall publish a code of ethics issued under this section on a website maintained by or on behalf of the Authority or in such other</p>	Provision of copy of Code to Minister and publication on PCSA Website	Delegated to the Chief Executive and/or any other staff members nominated by the Chief Executive

Section of the Act ⁴	Text of the Act	Subject	Delegation status
	manner as the Authority considers appropriate.		
82 Special Inquiries relating to administration, operation, practice or procedure of An Garda Síochána or conduct of members of Garda Personnel	(2) The Authority shall, where it is satisfied that an inquiry into a matter relating to policing services is required, request the Minister to order an inquiry.	Request for Special Inquiry	Reserved to Authority
106 National strategy for improving	106(4) The Minister shall, prior to the preparation or revision of a national strategy under subsection (1), consult in	Providing consultative response on National Strategy	Reserved for Authority

Section of the Act ⁴	Text of the Act	Subject	Delegation status
community safety	relation to the content of the strategy with— (a) the Authority		
130 (6) Meetings and Business of the Authority	(6) The Authority may publish such of the following as it considers appropriate: (a) agendas for meetings of the Authority and meetings of committees of the Authority; (b) the documents relating to those meetings; (c) reports of those meetings.	Publishing agendas, papers, reports etc.	Policy will be set out in the Standing Orders of the Authority and approved by them – then the implementation is actioned by the Chief Executive and/or any other staff members nominated by the Chief Executive
131 Staff of the Authority	131. (1) The Authority may, with the consent of the Minister and the Minister for Public Expenditure, National Development Plan Delivery	Appointment of Staff	Delegated to the Chief Executive

Section of the Act ⁴	Text of the Act	Subject	Delegation status
	and Reform, appoint such and so many persons to be members of the staff of the Authority as it may determine.		
132 Power of Authority to enter into contracts and engage consultants, advisors and police officers	<p>132. (1) With the consent of the Minister and the Minister for Public Expenditure, National Development Plan Delivery and Reform, the Authority may, to the extent that it considers necessary to assist in the performance of its functions—</p> <p>(a) enter into contracts with any person or body,</p> <p>(b) engage consultants or advisers, or</p>	Power to appoint consultants and advisors and to enter into contracts	Delegated to the Chief Executive and the Chairperson, within the expenditure limits set out in Section 2 of this paper. Otherwise, reserved for the Authority.

Section of the Act ⁴	Text of the Act	Subject	Delegation status
	<p>(c) arrange with police services outside the State for the engagement of police officers from those services.</p> <p>(2) The Authority may, with the consent of the Minister and the Minister for Public Expenditure, National Development Plan Delivery and Reform, pay out of the resources at its disposal, such fees or allowances for expenses (if any) incurred under a contract, engagement or arrangement referred to in subsection (1) as the Authority may determine.</p> <p>(3) Subject to subsection (2), the Authority shall determine</p>		

Section of the Act ⁴	Text of the Act	Subject	Delegation status
	<p>the period, and the terms and conditions, of the engagement of—</p> <p>(a) a person as a consultant or adviser under subsection (1)(b), or</p> <p>(b) a police officer from a police service outside the State under subsection (1)(c).</p>		
136 Governance Framework for Authority	<p>136. (1) The Authority shall, as soon as practicable after the establishment day of the Authority, prepare and submit to the Minister a framework</p> <p>(2) The Authority shall review the governance framework periodically and at such times as may be specified by the</p>	Governance Framework for Authority	Reserved for Authority

Section of the Act ⁴	Text of the Act	Subject	Delegation status
	<p>Minister, and shall revise the framework as the Authority considers appropriate.</p> <p>(3) Where the Authority revises the governance framework, it shall submit the revised framework to the Minister.</p>		
<p>136 (4) Publication of Governance Framework for Authority</p>	<p>(4) The Authority shall ensure that, as soon as practicable after a governance framework or revised governance framework is submitted to the Minister, the framework is published on a website maintained by or on behalf of the Authority or in accordance</p>	<p>Publication of Governance Framework</p>	<p>Delegated to the Chief Executive and/or any other staff members nominated by the Chief Executive</p>

Section of the Act ⁴	Text of the Act	Subject	Delegation status
	with such other arrangements as the Authority considers appropriate.		
137 (1) Strategy Statement for Authority	<p>137. (1) The Authority shall prepare and submit to the Minister a strategy statement in respect of the period of 3 years immediately following the year in which the strategy statement is so submitted—</p> <p>(a) as soon as practicable after the establishment day of the Authority, and</p> <p>(b) thereafter not earlier than 6 months before, and not later than, the expiration of each subsequent period of 3 years following the</p>	Strategy Statement for Authority	Reserved to Authority

Section of the Act ⁴	Text of the Act	Subject	Delegation status
	establishment day of the Authority.		
137 (4) Strategy Statement for Authority	<p>4) The Authority shall, before submitting a strategy statement to the Minister under subsection (1)—</p> <p>(a) publish, in such manner as the Authority considers appropriate, a draft of the strategy statement,</p> <p>(b) allow persons 30 days from the date of publication under paragraph (a) within which to make representations in writing to the Authority with regard to the draft of the strategy statement, and</p>	Public Consultation on Strategy Statement	Reserved to Authority

Section of the Act ⁴	Text of the Act	Subject	Delegation status
	(c) having considered the representations (if any) made pursuant to paragraph (b), submit the strategy statement to the Minister with or without modifications.		
137 (6) Strategy Statement for Authority	(6) The Authority shall ensure that, as soon as practicable after the strategy statement is laid before each House of the Oireachtas, the strategy statement is published on a website maintained by or on behalf of the Authority or in accordance with such other arrangements as the Authority considers appropriate.	Publication of Strategy Statement	Delegated to the Chief Executive and/or any other staff members nominated by the Chief Executive

Section of the Act ⁴	Text of the Act	Subject	Delegation status
138 (1) Annual reports to Minister	138. (1) The Authority shall, not later than 3 months after the end of each year, prepare and submit to the Minister a report on its activities during the preceding year.	Annual Report	Reserved to Authority
138 Other Reports to Minister	138 (3) The Authority may make such other reports as it considers appropriate for drawing to the attention of the Minister matters that have come to its notice and that, in its opinion, should, because of their gravity or other exceptional circumstances, be the subject of a special report to the Minister. (4) The Minister may request the Authority to prepare and	Other Reports to Minister	Reserved to Authority

Section of the Act ⁴	Text of the Act	Subject	Delegation status
	submit to him or her a report in respect of any matter relating to policing services and the Authority shall comply with the request as soon as practicable after receiving it.		
138 (6) Publication of reports to Minister	(6) The Authority shall ensure that, as soon as practicable after a copy of a report under this section is laid before each House of the Oireachtas, the report is published on a website maintained by or on behalf of the Authority or in such other manner as the Authority considers appropriate.	Publication of reports	Delegated to the Chief Executive and/or any other staff members nominated by the Chief Executive

Section of the Act ⁴	Text of the Act	Subject	Delegation status
<p>139 Standards of integrity, codes of ethics for members of Authority or committee of Authority, advisors or consultants, etc.</p>	<p>139. (1) In performing functions under this Act—(a) a member of the Authority or a committee of the Authority, (b) the chief executive of the Authority, (c) a member of the staff of the Authority, (d) a person who the Authority has engaged under paragraph (b) or (c) of section 132 (1), or (e) subject to subsection (2), an employee or contractor of a person referred to in paragraph (d),</p>	<p>Code of Ethics</p>	<p>Reserved to Authority</p>

Section of the Act ⁴	Text of the Act	Subject	Delegation status
	<p>shall maintain proper standards of integrity, conduct and concern for the public interest.</p> <p>(3) For the purposes of subsection (1), the Authority shall issue a code of ethics for the guidance of persons to whom that subsection applies.</p>		
146 (1) Inspection Plan	146. (1) The Authority shall, as soon as practicable after the establishment day of the Authority, and at such intervals thereafter as it considers appropriate, prepare an inspection plan setting out— (a) the priorities for inspections to be carried	Issuing of Inspection Plan and submission to Minister	Reserved to Authority

Section of the Act ⁴	Text of the Act	Subject	Delegation status
	<p>out, and (b) information on how such inspections shall be carried out in a manner which— (i) is proportionate, accountable and transparent, and (ii) ensures the integrity and objectivity of the findings of such inspections.</p>		
<p>146 (2) Inspection Plan (cont.)</p>	<p>146(2) The Authority shall, in preparing an inspection plan under subsection (1), consult such persons as it considers appropriate.</p>	<p>Consultation prior to setting of Inspection Plan</p>	<p>Delegated to the Chief Executive and/or any other staff members nominated by the Chief Executive</p>
<p>146 (3) Inspection Plan (cont.)</p>	<p>The Authority shall, as soon as practicable, submit a copy of an inspection plan prepared in accordance with subsection (1) to the Minister and thereafter publish the</p>	<p>Provision of copy of the Inspection Plan to Minister and publication on PCSA Website</p>	<p>Delegated to the Chief Executive and/or any other staff members nominated by the Chief Executive</p>

Section of the Act ⁴	Text of the Act	Subject	Delegation status
	plan on a website maintained by or on behalf of the Authority or in such other manner as the Authority considers appropriate.		
148 (1) Memorandum of Understanding	148(1) The Authority and the Garda Commissioner shall, not later than 3 months after the coming into operation of this section, agree a memorandum of understanding concerning the conduct of inspections, including the manner in which the powers of an inspector of policing services under section 147 may be exercised, in order to ensure that inspections— (a) are carried	Agreement of Memorandum of Understanding	Reserved to Authority

Section of the Act ⁴	Text of the Act	Subject	Delegation status
	<p>out in an efficient and effective manner, (b) do not adversely affect the performance by An Garda Síochána of its functions, (c) do not jeopardise criminal investigations or prosecutions, and (d) do not prejudice the safekeeping of a person in legal custody.</p>		
149 (1) Reports of inspections undertaken on Authority's initiative	149(1) Where the Authority carries out an inspection pursuant to section 143(1), the Authority shall, as soon as practicable after the completion of the inspection, submit a report of the inspection to the Garda	Issuing of inspection report	Reserved to Authority

Section of the Act ⁴	Text of the Act	Subject	Delegation status
	Commissioner and to the Minister.		
149 (3) Reports of inspections undertaken on Authority's initiative (cont.)	149(3) Subject to subsection (4), the Authority shall ensure that, as soon as practicable after a report under this section is submitted to the Garda Commissioner and the Minister, the report is published on a website maintained by or on behalf of the Authority or in such other manner as the Authority considers appropriate.	Provision of copy of inspection report to Minister and publication on PCSA Website	Delegated to the Chief Executive and/or any other staff members nominated by the Chief Executive
149 (6) and (7) Reports of inspections undertaken on	149(6) The Authority shall submit a copy of the Garda Commissioner's response under subsection (5) to the	Provision of copy of Garda Commissioner's response to Minister and publication on PCSA Website	Delegated to the Chief Executive and/or any other staff members nominated by the Chief Executive

Section of the Act ⁴	Text of the Act	Subject	Delegation status
Authority's initiative (cont.)	<p>Minister as soon as practicable after receiving it.</p> <p>149(7) The Authority may publish all or part of a response received under subsection (5) where it considers it appropriate.</p>		
150 (1) Reports of inspections undertaken at request of Minister	150(1) Where the Minister requests the Authority to carry out an inspection under section 143(2), the Authority shall, as soon as practicable after the completion of the inspection, submit a report of the inspection to the Minister.	Issuing of inspection report	Reserved to Authority
150 (1) and (6) Reports of inspections	150(3) The Authority shall, as soon as practicable after submitting a report under this	Provision of copy of inspection report to Garda Commissioner and	Delegated to the Chief Executive and/or any other staff members nominated by the Chief Executive

Section of the Act ⁴	Text of the Act	Subject	Delegation status
undertaken at request of Minister (cont.)	<p>section to the Minister, submit a copy of the report to the Garda Commissioner.</p> <p>150(6) The Authority shall ensure that, as soon as practicable after a copy of a report under this section is laid before each House of the Oireachtas, the report as laid is published on a website maintained by or on behalf of the Authority or in such other manner as the Authority considers appropriate.</p>	publication on PCSA Website	