



An Roinn Dlí agus Cirt  
Department of Justice



Garda  
**Ombudsman**  
INQUIRY INDEPENDENCE IMPARTIALITY

## Department of Justice

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### Garda Síochána Ombudsman Commission

## Performance Delivery Agreement 2022

## **1. Background and Context**

### **1.1 Objectives of this Agreement**

This Agreement between the Department of Justice and the Garda Síochána Ombudsman Commission (GSOC) has been drawn up in accordance with the relevant provisions of the Code of Practice for the Governance of State Bodies. Its purpose is to set out, in the context of the resource inputs provided, the metrics and associated targets by which the performance of GSOC in 2022 will be measured. The ongoing supports that the Department will provide to GSOC in this regard, and the mechanisms for monitoring and appraising performance, form part of the overall governance arrangements between the two parties and as such are set out in the separate but complementary Oversight Agreement 2021-22.

### **1.2 Inputs**

#### *1.2.1 Financial Inputs*

GSOC's budget allocation for 2022 is €13,406,000.

#### *1.2.2 Staffing Resources*

The following table sets out GSOC's whole-time equivalent (WTE) staffing levels as at 1<sup>st</sup> March 2022.

<b>Grade*</b>	<b>Actual WTE</b>
Assistant Secretary	2
Director	1
Principal Officer	6
Assistant Principal Officer	22
Engineer Grade II	1
Higher Executive Officer	45
Executive Officer	28
Legal Executive	1
Clerical Officer	20
<b>Total</b>	<b>126</b>

\* Includes equivalent investigatory grades

## **2. Performance Metrics and Targets**

The following are the principal metrics and targets that will be referenced in 2022 to assess GSOC's efficiency and productivity in using the resources allocated to it.

## 2.1 Quantitative metrics/targets

Output area/ initiative	Metric	2022 target	2021 target	2021 outturn	2020 outturn	Associated strategic objective <sup>1</sup>
Processing of complaints	% reduction in caseload on hand at 1/1/2022	20%	n/a	n/a	n/a	As above
Processing of complaints	% of complaints responded to within 2 working days	100%	100%	100%	n/a	Process complaints from members of the public against the Garda Síochána in an independent, fair and timely manner
Processing of complaints	% of calls to Complaint Line answered within 60 seconds	100%	100%	94%	93%	As above
Accessibility	Callers to Dublin Office met by a GSOC Officer within 10 minutes of arrival	100%	100%	100% <sup>2*</sup>	n/a	Inspire trust and confidence in the service we provide and in policing in general by providing a professional and competent complaints service to the public

## 2.2 Other metrics/targets

Output area/ initiative	2022 metric and target	Associated strategic objective
Learning & Development	Put in place a comprehensive multi annual workforce plan by end Q3  Put in place a number of learning and development initiatives in accordance with 2022 L&D Plan, including to procure and commence delivery of an accredited training programme by start of Q4. The aim of this training is to ensure that all GSOC staff have the competencies, knowledge and skills to carry out GSOC's statutory functions in accordance with best practice and to meet future organisational needs.	Invest in our people and make GSOC an employer of choice
Quality Management	Put in place a quality management and compliance work plan by end Q2	Comply with governance and accountability requirements required by legislation and the

<sup>1</sup> GSOC Statement of Strategy 2021-23

<sup>2</sup> Based on data for 2 months (November and December) as GSOC's public office only re-opened on an appointment basis on 26 October 2021. Prior to that date the public office was closed due to COVID restrictions on attendance in the office both for staff and for members of the public.

Output area/ initiative	2022 metric and target	Associated strategic objective
		<i>Code of Practice for the Governance of State Bodies, making quality and high performance central to how we work</i>
Quality Customer Service	Publish revised Customer Charter and Action Plan by end Q2  Conduct Customer Service Survey by end Q3	<i>Improve and develop relationships with our key stakeholders consistent with enhancing the level of service that GSOC can provide to its customers and promoting awareness of GSOC's role</i>
Transition to new arrangements under the draft Policing, Security & Community Safety Bill	Prepare comprehensive Transition Plan by end Q2  Procure a partner to undertake a comprehensive Business Analysis with a view to producing a report with recommendations for resourcing requirements and a process map by end Q2  Complete the design and specification of a new Case Management System and complete the procurement process for sourcing and implementing the system by Q4	<i>Plan and effectively manage the process of establishing and transferring GSOC's functions to its successor body</i>

### 2.3 Main Risks to Achievement of Targets

The main potential risks to achievement of the targets set out in this Agreement, and the corresponding mitigation measures planned or in place, are as follows:

Risk Description	Mitigation
Limitations in GSOC's ability to deliver the reforms proposed in the establishment of and transition to the new arrangements under proposed Policing, Security & Community Safety Bill due to uncertainty, timing and resource issues	<ul style="list-style-type: none"> <li>• Ongoing liaison with the Department on the new legislation to ensure that legislative proposals are practical and reflect GSOC's experience in handling complaints and allegations of police misconduct</li> <li>• Planning for transition to a different organisation with new statutory requirements.</li> <li>• Preparation of a resourcing plan to identify requirements for the transition and the new organisation.</li> </ul>
Impact of high profile case(s) on GSOC's public profile	<ul style="list-style-type: none"> <li>• Response to media queries.</li> <li>• Keeping victims and families informed.</li> </ul>
Impact on GSOC's ability to deliver effective service to the public in accordance with its statutory functions due to issues relating to resources or to systems and processes	<ul style="list-style-type: none"> <li>• Financial management procedures to ensure budgets are closely monitored and expenditure needs are managed in terms of procurement and timing to ensure best VFM is obtained.</li> <li>• Over the lifetime of GSOC's Strategy Statement (2021-23), review and improve efficiency of complaints process by seeking to identify and use technological solutions to streamline complaint and administrative processes.</li> </ul>

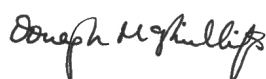
Risk Description	Mitigation
	<ul style="list-style-type: none"> <li>Over the lifetime of the Strategy Statement, implement performance quality and management systems to monitor and address any shortcomings in the effectiveness of business management systems.</li> </ul>
<p>Failure to deliver statutory functions and other obligations due to loss of data and business continuity in the event of a cyberattack</p>	<ul style="list-style-type: none"> <li>Maintenance of up to date internal and external firewalls configured with appropriate security rules.</li> <li>Software to counter ransomware attacks.</li> <li>Secure email Gateway scans of incoming and outgoing email and anti-virus software.</li> <li>Regular staff briefings/communication regarding threats of phishing and other information security measures.</li> <li>Implementation of recommendations from Review of ICT Model/Security, within resources available.</li> </ul>
<p>Failure to deliver statutory functions and other obligations due to inability to provide business continuity in the event of a significant resurgence of the COVID-19 pandemic</p>	<ul style="list-style-type: none"> <li>Maintain Policy and Response Plan for Business Continuity during COVID-19 and commence arrangements for phased return of staff to workplace by end Q1.</li> <li>Staff on a blended working pattern involving attendance at the office 3 days a week and remote working 2 days a week from start of Q2 onwards.</li> <li>Put in place a more permanent and sustainable approach to blended working for staff while meeting GSOC's business needs once DPER's Blended Working Framework is available.</li> <li>All staff will continue to be equipped to ensure that full lines of communication remain open at all levels.</li> <li>Updated Disaster Recovery Policy and Plan implemented along with pre-planned Business Continuity measures for ICT and some other units.</li> </ul>

## 2.4 Amendment of Targets

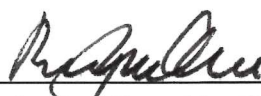
In exceptional circumstances it may become necessary to amend the agreed targets over the course of this Agreement. Where either party believes this may be necessary, they shall consult with the other party with a view to agreeing any appropriate changes as soon as practicable.

## 3. Duration and Signatories to the Agreement

Oonagh McPhillips, Secretary General, Department of Justice, and Mr. Justice Rory MacCabe, Chairperson, GSOC, affirm that this Agreement shall be in effect until 31<sup>st</sup> December 2022.



Oonagh McPhillips  
Secretary General  
Department of Justice



Mr. Justice Rory MacCabe  
Chairperson  
Garda Síochána Ombudsman Commission

**Date: 29/3/2022**

