



An Roinn Dlí agus Cirt
Department of Justice



An tÚdarás Slándála Príobháidí
The Private Security Authority

Department of Justice

Private Security Authority

Performance Delivery Agreement 2022

1. Background and context

1.1 Objectives of this Agreement

The purpose of this Agreement is to define, in the context of the resource inputs provided, the targets by which the performance of the Private Security Authority (PSA) will be measured in 2022. The ongoing supports that the Department of Justice will provide to the PSA 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 2020-22.

1.2 Inputs

1.2.1 Financial Inputs

The PSA's budget allocation for 2022 is as follows:

- Pay €2,551,000
- Non-Pay €1,335,000
- **Total €3,886,000**

1.2.2 Staffing Resources

The PSA's authorised and actual staffing (whole-time equivalent) levels as at 1st April 2022 were as follows:

Grade	Authorised	Actual
CEO	1	1
Assistant Principal Officer	4	4
Higher Executive Officer	7	7
Executive Officer	17	16.8
Clerical Officer	25	20.3 (incl 1 temp co)
Services Officer	1	1
Total	55	50.1

2. Performance Targets

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

2.1 Quantitative targets

Metric	Associated strategic objective ¹	2022 Target	2021 Target	2021 Outturn	2020 Target	2020 Outturn
Licence applications ² :	<i>Completing the regulation of the private security industry</i>	14,500	8,000	10,498	12,500	12,062
(a) Number processed						
(b) % processed within 30 working days						
Average processing time (in working days) for first time employee applications	<i>Completing the regulation of the private security industry</i>	<25	<27	23	<33	27
Compliance cases:	<i>Ensuring our industry is compliant with licensing regulations</i>	900	500	870	900	273
(a) Number processed						
(b) % processed within 90 working days						
Security buyer investigations:	<i>Ensuring our industry is compliant with licensing regulations</i>	200	N/A	196	N/A	198
(a) Number of investigations completed						
(b) Verified compliance rate						

2.2 Other targets

Output area or initiative	Target	Associated strategic objective
Contractor Licensing	Licensing of Enforcement Guards Q2	<i>Completing the regulation of the private security industry</i>
Qualifications & Standards	Standard for Licensing of Enforcement Guards Q2	<i>Completing the regulation of the private security industry</i>
Qualifications & Standards	Introduce a new certification model that supports regulation by Q1	<i>Raising the levels of standards and qualifications in our industry</i>
Corporate Affairs	Develop a social media presence Q2	<i>Promoting the benefits of our industry</i>
Employee Licensing	Licensing of Private Investigators by Q3	<i>Completing the regulation of the private security industry</i>

¹ As set out in PSA Strategic Plan 2019-2021. A new Strategic Plan is being developed.

² Since the introduction of the 3 year licencing cycle the number of applications that require processing varies significantly from year to year.

Contractor Licensing	Licensing of Security Consultants Q3	<i>Completing the regulation of the private security industry</i>
Qualifications & Standards	Training Requirements for Private Investigators by Q3	<i>Raising the levels of standards and qualifications in our industry</i>
Qualifications & Standards	Standard Requirements for Security Consultants by Q3	<i>Raising the levels of standards and qualifications in our industry</i>
Employee Licensing	Complete integration of PSA licensing sections by Q4	<i>Supporting our staff and enhancing our organisation</i>
Employee Licensing	Licensing of Event Security by Q4*	<i>Completing the regulation of the private security industry</i>

2.3 Principal risks to achievement of targets

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

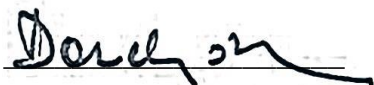
Key Risk/Risk Factor	Impact on the PSA	Control/Mitigation
IT systems not supporting business needs. Hindering development of strategy.	Resources needed elsewhere directed to addressing IT shortcomings. Risks to integrity and security of data.	Continued engagement with the Department on IT plan for the PSA
Garda National Vetting Bureau cannot currently pass Children and Vulnerable Adults disclosures to the PSA (likely to require primary legislation to address)	Reputational damage if licence issues to person who is the subject of Children/ Vulnerable Adults disclosure	Continued engagement with the Department and other stakeholders on legislative solution
Credibility of licensing regime and certification system damaged by high level of category 1 non-compliance detected by PSA	Reputational damage and business process implications of certification system not meeting expectations	New certification model to be introduced
Risk to client's funds being lost or misappropriated by the actions of a cash-in-transit (CIT) contractor	Reputational damage to PSA	Correspondence issued to key stakeholders advising of concerns and seeking action. Ongoing audits of CIT contractors

2.4 Amendment of targets

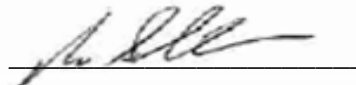
In exceptional circumstances it may become necessary to amend one or more targets over the course of this Agreement. Where either party believes this may be necessary, they will consult with the other party with a view to agreeing any appropriate changes as soon as practicable.

3. Duration and signatories to the Agreement

Doncha O’Sullivan, Assistant Secretary, Department of Justice, and Paul Scallan, Chief Executive Officer, Private Security Authority, affirm that this Agreement will be in effect until 31st December 2022.



*Doncha O’Sullivan
Assistant Secretary
Department of Justice*



*Paul Scallan
Chief Executive Officer
Private Security Authority*

Date: 04/04/2022