



ISI

Séirbhís Díolta Inneachta
na hÉireann
Insolvency Service
of Ireland



An Roinn Dlí agus Cirt
Department of Justice

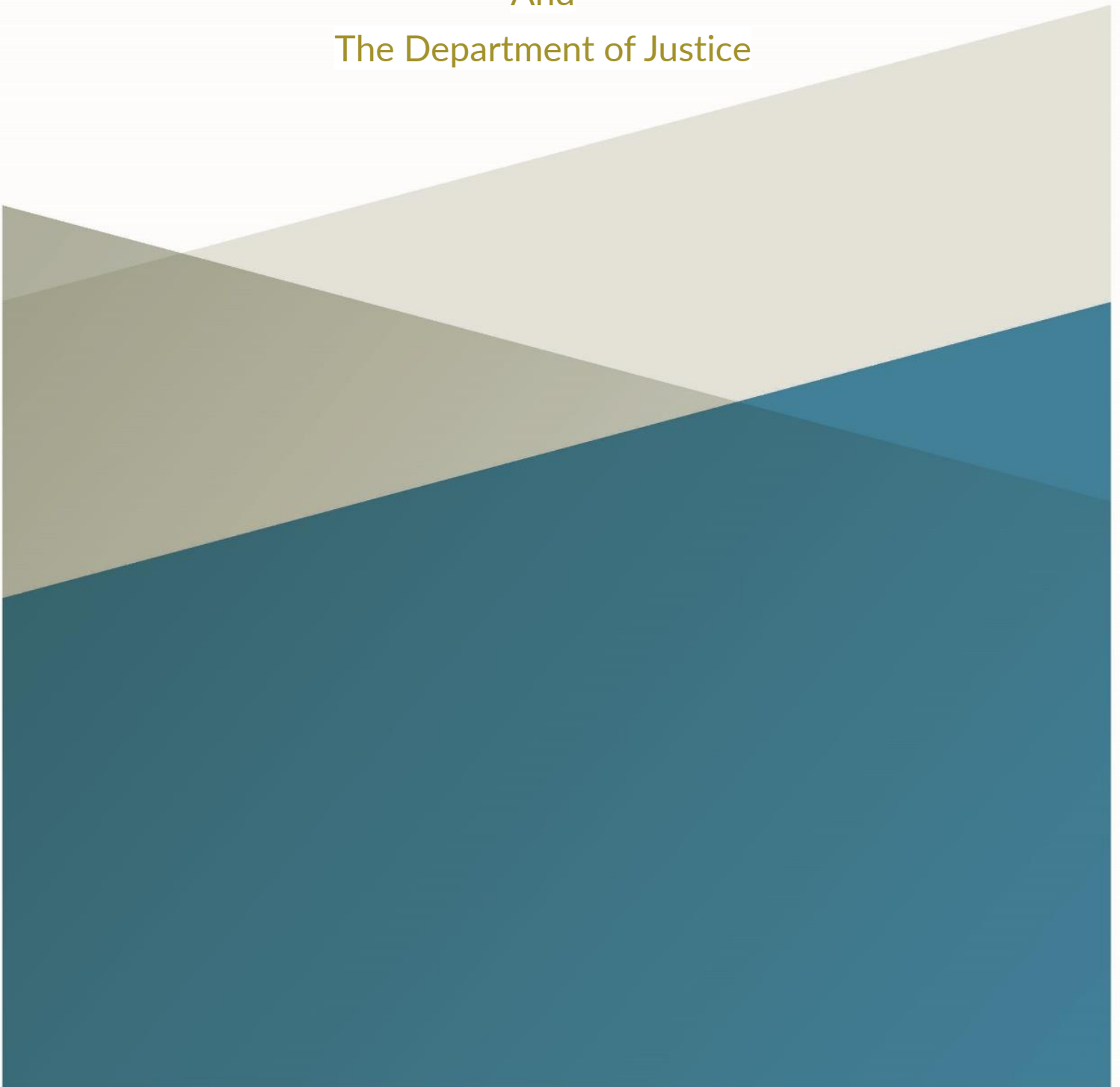
Performance Delivery Agreement

Between

The Insolvency Service of Ireland

And

The Department of Justice



1 Introduction

This Performance Delivery Agreement (PDA) has been drawn up by the Insolvency Service of Ireland (ISI) in consultation with the Department of Justice (“the Department”) in accordance with the 2016 edition of the Code of Practice for the Governance of State Bodies (“Code of Practice”). It, together with the separate but related Oversight Agreement (OA), succeeds the previous Performance Delivery Agreement 2021 between the two parties.

This Performance Delivery Agreement shall be reviewed and updated annually, and will be utilised to formalise the process through which the outputs and outcomes required from the ISI can be measured and assessed.

As per the Code of Practice, with reference to PDAs, “These agreements will act as a performance contract between the parent Department and the State body in which an agreed level of performance/service is formalised and which will ultimately result in improved efficiency and effectiveness in the delivery of public services.

The agreements allow for the adoption of both annual and multi-annual targets, and the development of output and outcome indicators, including milestones to measure performance against targets.”

To achieve this, it is necessary to set out the following:

- The key inputs, outputs and expected outcomes of the ISI’s activities, in quantitative, measurable terms;
- Assessment of performance by monitoring of agreed targets, around those key outputs, inputs and outcomes.

This Agreement documents the agreed level of service between the parties in order to facilitate improved effectiveness and efficiency of relevant public services. It sets out the ISI’s key targets for 2022 and defines the output and outcome indicators on which performance should be measured. In addition, it will also highlight any potential risk factors, allow for a level of flexibility and amendments of targets where necessary, and specify the monitoring arrangements between the Department and the ISI.

The Agreement ultimately seeks to (a) facilitate the ISI in carrying out its functions, (b) progress the ongoing development of output measures for its expenditure, and (c) improve the effectiveness and efficiency of public services.

The Agreement will support the ISI’s Strategic Plan 2022 – 2024.

2 Objective

The purpose of this agreement is to formalise a process through which the outputs and outcomes required from the ISI can be measured and assessed. Equally, the agreement will set out the expectations of the ISI in relation to the support, guidance and information flow from the Department, which are vital in enabling the ISI to achieve its strategic and operational goals. To achieve this, it is necessary to set out the following:

- The Department's expectations of the ISI;
- The key inputs, outputs and expected outcomes of the ISI's activities;
- Assessment of performance by monitoring of agreed targets, around those key outputs, inputs and outcomes;
- Support of the ISI by the Department in the delivery of its functions as set out in the Personal Insolvency Act 2012.

The Agreement seeks to:

- facilitate the ISI in carrying out its functions,
- progress the ongoing development of output measures for its expenditure, and
- improve the effectiveness and efficiency of public services.

The Agreement will support the Department of Justice's mission of "working for a safe, fair, inclusive Ireland" and many of our objectives are consistent with the Department's goals as they relate to improved access to justice, a modernised courts system (Goal 2), innovation and digital transformation (Goal 5). It will also support the ISI in achieving its high level goals as set out in its Strategic Plan 2022 – 2024

3 Commitments

3.1 Mutual Commitments

- Both parties agree to proactive and timely communications, cooperation and information on service delivery;
- Both parties agree to consult and to keep each other fully apprised on all matters of mutual relevance, particularly in the context of the ISI's function to contribute to the development of policy in the area of personal insolvency;
- Both parties support the effective achievement of agreed targets, as well as the promotion of partnership, responsiveness and mutual co-operation in their ongoing interactions.

The annual budgetary provision for the ISI will form part of the estimates for the Justice Vote and the requirements of the ISI will be considered in that context.

The ISI will identify, based on its business plans, its budgetary requirements to the Department as part of the budget process. When the budget is settled, consideration may have to be given to the preparation and submission of a revised Business Plan.

3.2 Department of Justice Commitments

The Department will provide the following supports to the ISI to enable it deliver on its objectives:

- Liaise with the Department of Public Expenditure and Reform to ensure as far as possible, timely sanction for expenditure and staffing in line with Public Financial Procedures and Public Service Numbers policy;
- Provide updates on Public Financial Procedures and Civil Service HR Policy Guidelines;
- Provide a Human Resource Management service including, but not limited to, recruitment, employee relations, workforce development and performance management;
- Provide the ISI with sufficient staff in accordance with its Work Force Planning. A review of ISI staffing requirement was undertaken in 2021 which resulted in a change to the ISI staffing profile. A summary table is available at Section 4.2. Where possible, the Department will provide at least two weeks' notice before a member of staff is transferred;
- Provide high quality ICT services via the Shared Service in accordance with the Service Level Agreement currently in place; provide advice in relation to proposed IT

projects and resulting expenditure and ensure prompt review by the P3 committee of the sanctioning of project related expenditure;

- Provide guidance on government accounting and governance;
- Provide financial services (e.g. invoice payment and accounting services) through the Department's Financial Shared Services;
- Provide internal audit services to the ISI;
- Provide assistance to the ISI in meeting its obligations under the Code of Practice for the Governance of State Bodies, including letters of assurance covering certain services provided to the ISI in areas such as IT;
- Provide data protection support to the ISI through the Department's Data Protection Support and Compliance Office;
- Provide a networking and information service to the ISI, to ensure that staff of the organisation, who are civil servants attached to the Department of Justice, are kept fully informed of developments, career opportunities, staffing changes and policies in the parent Department;
- Inform and involve the ISI in any activities related to the role that the ISI plays or may be required to play within the Department;
- Work with the ISI in the regular reporting processes under the Public Sector Reform and Civil Service Renewal Programmes;
- Provide monthly financial reports, processing of mobile phone bills, asset tracking and general financial advice via the Department's Financial Management Unit (FMU);
- Keep under review, in collaboration with the ISI, the effectiveness of the Personal Insolvency Acts and Bankruptcy Act 1988, drafting amending legislation, as necessary and in a timely manner;
- Provide timely responses to request for changes to secondary legislation.

4 Inputs

4.1 Financial Inputs

The Department is responsible for determining the overall allocation of funding to the ISI i.e. the annual grant, while the ISI is responsible for the allocation of its current expenditure within agreed budgetary parameters.

The Department will provide an annual grant to the ISI, which in 2022 will be as follows:

Expenditure	2022 Budget Allocation
Pay	€4,849,000
Non-Pay	€2,800,000
Total	€7,649,000

For appropriations in aid the ISI has been set a Fee estimate of €680,000. The majority of this is predicted to come from Bankruptcy Fees generated by the Official Assignee in Bankruptcy (“OA”) subject to the appropriate Court Approval of fees.

Ongoing Official Assignee Funding Requirement

The ISI has been in regular correspondence with Department since January 2019 regarding the funding of the statutory functions of the OA in bankruptcy cases where there are insufficient, or no available, funds. The ISI continues to liaise with the Department and DPER to monitor the funding needs arising and to ensure appropriate funding mechanisms for the OA are in place.

4.2 Staff Resources

Grade	Headcount (as at 01/01/2022)	FTE (as at 01/01/2022)
Director	1	1
Principal Officer	3	3

Assistant Principal Officer	14	14
Higher Executive Officer / Administrative Officer	17	18
Executive Officer	18	17.5
Clerical Officer	24	24
Total	77	77.5

Current vacancies: 9

The ISI has a resourcing requirement of 86.5 staff. The ISI's 2022 pay budget contains scope to recruit the required additional staff. Efforts are underway within the HR Division of the Department of Justice and the Public Appointments Service to fill our existing vacancies.

5 Outputs and Targets

The following section sets out the key actions that the ISI will take in 2022 towards achieving its strategic objectives, and core function; the restoration of insolvent individuals to solvency under the provisions of the Personal Insolvency Acts.

The ISI has identified five key strategic goals in its Strategic Plan 2022 – 2024 which are the focus of its current work programme.

Goal 1 Reduce Barriers & Enhance Stakeholder Engagement

Optimise all-party engagement on debt solutions through communication, information-sharing, collaboration and the application of best practice.

This is a key goal in ensuring the success of the insolvency framework and we intend to build on the progress achieved over the last three years. The Covid-19 pandemic may have serious negative medium and long term impacts on the economy and implications for both debtors and creditors alike. Our objectives are set in that context.

Objectives and 2022 Actions		Target / Progress Review Date
Promote and facilitate increased collaboration with and between relevant stakeholders		
1	Regular meetings of the Protocol Oversight Committee and working groups as appropriate with proactive submissions for progression of agenda	Semi-annually
2	In stakeholder meetings encourage PIPs and creditors to use and actively report on deviances from the Protective Certificate Target Timeline	Semi-annually
3	Examine and pay valid PIP Abhaile voucher claims under the Abhaile Scheme	Quarterly
4	Survey external stakeholders to gain qualitative feedback on ISI case processing and administration to promote engagement and logistical improvement	Q2
5	Highlight MABs protocol and promote enhanced relationship between MABs and PIPs during stakeholder meetings with both.	Quarterly
6	Provide constructive feedback to relevant stakeholders on issues raised in various stakeholder meetings.	Quarterly
7	Complete reasonable living expenses review project Q	Q3
Further embed the culture of engagement with the personal insolvency framework amongst creditors and representative bodies		
8	As part of engagement with creditors encourage them to engage directly with PIPs and with APIP	Quarterly

9	Regular bilateral meetings with PIP and creditor stakeholders to identify issues of concern	Quarterly
10	Facilitate high-level meetings with creditor representatives where warranted	Semi-annually
11	Hold meetings with BPII and IBCB to highlight advantages of insolvency framework to their members	Q3
12	Meet with non-bank/fund creditors such as Revenue and Credit Union representative organisations to discuss matters of mutual concern and to promote insolvency framework.	Q3
Communicate trends and innovations in personal insolvency outcomes		
13	Issue regular E-briefs to stakeholders reporting ongoing work of the ISI and to highlight recent court decisions around insolvency arrangements	Semi-annually
14	Regular meetings with Governance and Civil Law Reform sections of DOJ to keep them updated on current issues and trends	Semi-annually
15	Regular meetings with PIP and Creditor Stakeholders to communicate developments and trends	Q4
16	Highlight trends, innovations and developments through annual and quarterly publications.	Quarterly
Maximise statistical information available from internal and external sources to inform policy-making and promote external engagement		
17	Establish Bi-monthly senior management forum to determine and analyse emerging internal and external statistical trends	Quarterly
18	Complete 2022 Abhaile deep dive	Q4
19	Investigate and advance automated collection of data using Power BI from PC to end of arrangement for purpose of Abhaile Deep Dive.	Q3
20	Publish Quarterly statistical information on insolvency numbers and trends	Quarterly
Build on the success achieved in adapting the framework to logistical challenges posed by Covid-19 and further encourage the use of innovative technology to maximise efficiencies and engagement in the insolvency process		
21	Work with the Courts Service to promote and maintain the efficiency enhancements secured by the practice of remote court sittings	Semi-annually
22	Maximise level of engagement with stakeholders through maximum use of meetings and contact through video-conferencing technology.	Semi-annually
23	Work with the Courts Service to make provision for a Confirmation of Truth as envisaged under the Personal Insolvency (Amendment) Act 2021	Q2
Build on legislative progress achieved through the Personal Insolvency (Amendment) Act 2021 by working with the Department of Justice to implement as many as possible of the proposals made by stakeholders as part of the s.141 Review.		

24	Bi-Monthly forum led by Case Management to discuss and analyse court decisions and precedents	Quarterly
25	In conjunction with Legal Services, bring DRN test cases to court for direction where necessary to provide clarity and set precedents on issues arising	Semi-annually
26	Bankruptcy, in conjunction with Legal Services, to assist DOJ in securing Bankruptcy legal reforms as part of the Courts and Civil Law (Misc Provisions) Act	Quarterly
27	Assist DOJ in finalising S.141 Review where required and work with them on any resulting legislative change	Quarterly
Continue to promote cross-departmental and cross-agency initiatives to enhance the insolvency framework		
28	Represent the ISI on Abhaile Steering Board and Abhaile Working Group	Quarterly
29	Liaise with the Abhaile CIB communications team to co-ordinate messaging and campaigns	Semi-annually
30	Engage with the Legal Aid Board to share experiences and ensure the maximum efficiency of the s.115A process	Semi-annually
31	Work with Examiners Office and the CRO to deliver functioning EU Insolvency Interconnector Portal	Quarterly
32	Hold regular meetings with the CBI to discuss issues of mutual interest and to enhance general engagement in the framework	Semi-annually
Apply international best practice in administering bankruptcy and insolvency solutions		
33	Bankruptcy in conjunction with Legal Services to detail how best to register and enforce on foreign assets in a cost effective manner for certain core jurisdictions	Q3
34	Build strong working relationships with relevant bodies in other jurisdictions to enable proactive consultation on best practice and matters of mutual interest	Semi-annually
35	Use meetings and direct communications to encourage proactive use by stakeholders of fora in place to agree and disseminate best practice	Quarterly

Goal 2 Innovation in our Work

Identify and adopt innovative practices and solutions to streamline our processes

Recent challenges have shown the adaptability of our people in the ISI who together with our stakeholders maintained availability of our services despite the logistical problems encountered. We will build on our demonstrated capacity to innovate in the period of this strategy plan, in line with the commitment in Our Shared Future on courts reform and with Goals 2 and 5 of the Department's Statement of Strategy.

Objectives and 2022 Actions		Target / Progress Review Date
Build on recent innovations such as virtual PIP/Client meetings and remote court sittings to broaden the scope for process improvements and efficiencies and to streamline both insolvency arrangements and the administration of bankruptcy estates		
36	Improve financial budgeting and forecasting on bankruptcy estates	Q2
37	Identify Bankruptcy funding requirement and propose funding quantum and mechanisms to Department of Justice for approval.	Q2
38	Implement recommendations arising out of Bankruptcy Internal Audit	Q1
39	Establish a rigorous project management and oversight approach to the completion of ISI projects in 2022	Q1
40	Conduct an efficiency review of the Insolvency Case Management Division's case processing practices following the implementation of the enhancements to the Insolvency Case Management System and submit a report to the ISI's Senior Management Team	Q2
41	Carry out a review of electronic and onsite filing practices to identify storage and accessibility improvements for maximum efficiency	Q3
42	Engage with Justice IM&T and OGPIO in assessing the suitability of the eCase system and other build to share platform software	Q3
43	Work with DOJ to prioritise administration efficiencies as part of legislation reform	Q4
44	Identify core process improvements for internal and external users for inclusion in Project Phoenix Enhancements Project	Q2
45	Identify and maximise process efficiencies as part of work design phase in BCMS Project.	Q2
Examine and consider international trends and best practice to inform our systems and approaches		
46	Prepare paper on personal insolvency systems in selected jurisdictions	Q3

47	Attend and participate in International Association of Insolvency Regulators meetings and workshops	Q4
48	Attend UK and Irish grouping annual meetings to discuss issues of mutual concern and benefit.	Q4
49	Hold bilateral meetings with equivalents in other countries	Semi-annually
50	Participate in meetings for the implementation of the Restructuring Directive (EU) 2019/1023 and ensure Ireland's insolvency framework operates in line with any new EU requirements	Semi-annually
51	Engage with our contractors on the Phoenix and Bankruptcy case management systems to obtain an insight into technology and system approaches being used by their customers in other jurisdictions	Q2
52	Meet with and discuss the application of technology to drive change and enhance processes with similar national insolvency services in 2022	Semi-annually
Continually enhance and invest in our technological capability to increase the efficiency of the insolvency framework		
53	Complete the Phoenix Enhancements Project.	Q2
54	Complete the EU Insolvency Interconnector Portal Project	Q2
55	Target Go-Live on new Bankruptcy Case Management System	Q4
56	Work with DOJ IT to fully implement the cloud-based Power BI solution in the ISI.	Q3
57	Development of reporting tools to facilitate improved internal workflow management in addition to statistical reporting to assist policy decisions at a macro level	Q4
58	Work with the Department of Justice IM&T to put in place appropriate ICT systems to support blended working	Q2
Further embed an innovative culture within our organisation		
59	Embed the ISI Innovation network through regular events and support its work	Semi-annually
60	Develop relationships with other similar Agencies to share information and learnings around innovation and best practices	Semi-annually
61	Involve Bankruptcy staff in the process design planning phase for the BCMS and are keep them informed of the Projects progress.	Q2
62	Ensure all Case Management and Policy and Regulation staff are enabled to contribute ideas to the Project Phoenix Enhancements Project	Q1
63	ISI staff to be canvassed on their views around our Communications Strategy and the Bank on Track website design project.	Q1
64	Team meetings and Town halls to highlight roll of innovation in the ISI and to keep staff updated and aware of various projects' progress.	Quarterly

Promote a focus on sustainability and reducing our carbon footprint		
65	Communicate to staff on energy saving and sustainability initiatives in our staff newsletter and Town halls	Q4
66	Continue use of videoconferencing in combination with face-to-face meetings to reduce travel and our carbon footprint	Semi-annually
67	Promote and enable staff to embrace a recycle and reuse culture	Quarterly
68	Maximise opportunities of blended working to reduce carbon emissions	Semi-annually

Goal 3 Fair and Effective Regulation

Ensure that the ISI's role in the regulation and supervision of PIPs and AIs is proactive and proportionate and recognised as such by practitioners and stakeholders.

The regulation and supervision of PIPs and AIs respectively is a core function of the ISI. Seeking to ensure continued fair and effective regulation of practitioners is a key goal of the ISI and the objectives provided below are instrumental in respect of ensuring a well-functioning and trusted personal insolvency framework. In achieving the objectives, the ISI intends to further develop the collaborative relationships in place and, in particular, to facilitate a culture of continuous enhancement that reflect the values of both the ISI and Department.

Objectives and 2022 Actions		Target / Progress Review Date
Ensure continued proactive regulatory oversight of PIPs and target resources to reflect priorities and risks		
69	Agree risk-based supervisory visit schedule for 2022 based on resources and Covid-19 pandemic restrictions	Q1
70	Renewal of authorisations as they fall due	Semi-annually
71	Authorise new PIPs as appropriate	Semi-annually
72	Encourage active use of the CMS by PIPs to support compliance	Quarterly
Research, develop, implement and test protocols to support remote oversight and inspections, applying innovative methodologies		
73	Employ alternative supervisory or oversight procedures e.g. remote visits, file inspections, thematic reviews, complaint driven spot-checks	Q4
74	Track the performance of individual PIPs via their error counts on the CMS and compliance with key obligations such as annual reviews	Semi-annually
75	Provide statistics to individual PIPs to enable them to compare their performance with that other PIPs	Semi-annually
76	Strengthen mechanisms with Case Management and Bankruptcy Divisions to facilitate escalation of PIP compliance issues	Q3
77	Complete the feedback loop so general issues arising are raised with stakeholders as appropriate to embrace a culture of continuous improvement	Semi-annually
Ensure that complaints of improper conduct against PIPs are determined in a timely manner		
78	Consider formal complaints against PIPs expeditiously	Quarterly
79	Determine the complaint where the grounds set out in section 178(3) of the Personal Insolvency Act 2012 apply.	Quarterly
80	Where appropriate, cause an investigation of the complaint to be carried by an appointed inspector	Quarterly

81	Publish particulars of the imposition of a sanction on a personal insolvency practitioner as required and appropriate	Quarterly
Disseminate information to PIP and AI professionals to promote best practice and support their compliance with statutory obligations (including through practitioner CPD)		
82	Ensure performance standard expectations are communicated to PIPs	Semi-annually
83	Ongoing consultation with practitioners on training needs	Semi-annually
84	Ongoing development of Certificate in Personal Insolvency practice programme in association with City Colleges	Q4
85	Assist other academic institutions to develop modules on personal insolvency	Q4
86	Prepare and disseminate regular PIP newsletter	Quarterly

Goal 4 Communications and Awareness

Raise awareness of our insolvency solutions and ensure ease of access to clear and relevant Information.

We will continue to increase awareness and understanding of the debt solutions provided for in the insolvency legislation and encourage more openness around discussing debt problems. Over 2021 we commissioned the ESRI to conduct behavioural research on the uptake of debt solutions. We will take that research and couple it with what we already know about debtor behaviour based on eight years of operational experience. The aim is to deliver the right information to the right person at the right time, combining a constancy of approach with innovative methods.

Objectives and 2022 Actions		Target / Progress Review Date
Improve debtor experience when engaging with our websites, adverts and promotional material		
87	Redesign the Back On Track website to deliver the right information to the right people at the right time	Q3
88	Review our publications to ensure communications are clear and example based	Semi-annually
89	Work with OGCIO to move the ISI corporate website to the Gov.ie platform	Q2
90	Maximise our relationships with key influencers in the community and leverage them to help ISI achieve its outreach objectives	Semi-annually
91	Identify and vary appropriate communication tools based on different target audiences	Semi-annually
92	Implement changes to all promotional material in line with Government Unified Identity.	Q4
93	Maximise use of digital media channels and other innovative tools to engage debtors.	Q4
Devise, develop and launch dedicated communications and awareness campaigns in consultation with our partners		
94	Ensure that ISI communication and awareness campaigns are appropriately funded and resourced, carefully designed and targeted to key audiences	Q4
95	Prepare Communications Strategy and Plan for 2022 and present to ISI SMT for approval	Q1
96	Implement 2022 campaign using learnings from 2020 and 2021 campaign and taking account of the impact of the Covid-19 pandemic	Q4
97	Identify areas for leveraging off and participating with debtor advisory services (e.g. MABS)	Semi-annual

98	Undertake mid-term review of the effectiveness of the communications strategy, identify areas for improvement and implement required changes	Q3
99	Information Campaign budget for 2023 agreed by 30 November	Q4
100	Communications Project Group to oversee, manage and review Communications strategy on a regular basis and report to SMT as appropriate.	Quarterly
101	Seek regular feedback on effectiveness of Awareness campaigns and material from our main stakeholders including staff.	Semi-annually
Increase debtor engagement with our website, information line and text back service		
102	Use findings from ESRI research project into how debtors process and use ISI messaging to improve engagement	Q3
103	Report on quantitative and qualitative information on debtor interaction with the website and information line	Semi-annual
104	Review and monitor quantitative and qualitative information on debtor interaction with our website and information line and adapt strategy where appropriate.	Semi-annual
105	Review and refresh training for ISI information line staff to ensure maximum quality of interaction with public.	Q2

Goal 5 Our Team and Corporate Responsibilities

Ensure effective corporate governance, develop our team as a critical stakeholder and enhance organisational capability.

We have refreshed and consolidated our core values and will apply them in maximising the efficiency, transparency and effectiveness of our organisation. Our objectives reflect our emphasis on developing our staff and fostering of a culture of accountability and trust.

Objectives and 2022 Actions		Target / Progress Review Date
Agree annual business plans with the Department of Justice to drive and track our performance in line with this Strategic Plan		
106	Agree 2022-2024 Strategic Plan with Department and submit to Minister for approval.	Q1
107	Prepare Performance Delivery Agreement and 2022 business plan and agree with the Department	Q1
108	Review by SMT of progress against 2022 Business Plan	Quarterly
109	Review by SMT of progress against 2022-2024 Strategic Plan	Q4
110	Submit an Annual Report to the Minister on performance of ISI functions	Q2
Collaborate with the Department of Justice to support the mutual delivery of strategic objectives set out at Departmental level and through this strategic plan		
111	Agree Oversight Agreement with the Department for the three year period of current Strategic Plan.	Q1
112	Biannual meetings with the Governance Division of the Department.	Semi-annually
113	Agree and submit 2023 budget requirements to Department to include funding requirement for Bankruptcy	Q2
114	Leverage Departmental procurement structure to complete a new tender process in 2022 for the provision of legal services to the ISI.	Q3
115	Agree, review and implement any recommendations from our internal audits and C&AG reviews	Q4
116	Maintain open line of communication with Governance and Civil Justice Legislation on matters of mutual interest.	Quarterly
117	ISI draft accounts submitted to the Department and C&AG.	Q1
118	Review risk on a quarterly basis through ISI risk committee	Quarterly
Promote effective internal communication, knowledge management, and operational collaboration between our divisions		
119	Continue to inform staff of developments at all staff meetings and to ensure that Heads of Divisions hold regular meetings with staff in their divisions.	Quarterly

120	Ensure staff are fully aware of the work of the SMT and internal working groups.	Quarterly
121	Publish a quarterly staff newsletter	Quarterly
122	Continue to encourage cross-divisional projects and team working.	Quarterly
123	Embed policies and procedures across ISI to assist with succession and induction.	Q3
Develop a blended working policy that ensures the efficiency and effectiveness of our organisation and takes into account the well-being of our staff		
124	Prepare a blended working policy reflective of any wider civil service and Department of Justice agreement on blended working	Q2
125	Accommodate flexibility within a framework that meets the needs of the organisation	Q2
126	Ensure staff are sufficiently equipped to carry out their role	Q4
Develop a skilled, motivated, experienced and engaged workforce		
127	Ensure maximum leverage of training and staff development opportunities offered through the Department	Quarterly
128	Each Division to intermittently brief ISI staff generally on initiatives, activities and progress in their respective areas.	Quarterly
129	Regular meetings with DOJ HR to ensure vacancy rate is minimised	Quarterly
130	Promote a positive work environment through training, communication, collaboration and support	Quarterly
131	Ensure comprehensive PMDS process with all staff is completed early in Qtr 1	Q1
132	Continue development of induction programme for recruits and feedback surveys of leavers	Semi-annually
Embrace our environmental and social responsibilities		
133	Establish an energy team to consider the findings of SEAI Energy Audit Report and implement relevant recommendations where appropriate	Q1
134	Work with OPW to ensure new building is energy efficient	Q4
135	Ensure ISI Social Committee is encouraged and supported in its charitable activities.	Quarterly
136	Acquit our responsibility to users of the Irish language or Irish sign language	Q4
Optimise our use of data and ensure it is adequately protected		
137	Ensure the completion of new divisional records of processing activities.	Q2
138	Ensure staff aware of data protection responsibilities	Quarterly

139	Ensure clean desk policy is adhered to	Semi-annually
140	Data protection by design	Q4
141	Continuous data protection improvement through training, discussion at team meetings and oversight at SMT level.	Quarterly
Promote equality and human rights in all aspects of our work		
142	Ensure websites are accessible	Q3
143	Review the customer charter and complaints policy	Q3
144	Carry out an assessment of the human rights and equality issues relevant to the functions and purpose of the ISI	Q4

6 Flexibility and Amendment of Targets

The ISI is committed to deliver on the established work plan for 2022. However, the achievement of the targets in the ISI work plan 2022 will be impacted by a range of factors including available resources and in some cases external factors beyond the ISI's control such as any business impacts that may arise while the Covid-19 pandemic remains a risk. Where delays arise the timeframe for delivery may need to be extended including carrying into 2023 where appropriate.

The Covid-19 pandemic resulted in the ISI implementing and benefitting from a number of innovations that contributed to it being able to maintain its services, eliminate any backlogs and ensure the insolvency framework continued to function in the interest of all its stakeholders. These innovations, including remote insolvency court sittings and the enabling of virtual meetings between PIPs and Debtors, together with the new Phoenix case management system will also maximise the ability to manage any pent up demand for insolvency services as the economy exits Covid-19 related restrictions.

The ISI will report on progress towards business plan targets and on the management of any potential pent up demand for services at governance meetings with the Civil Governance Function, and between meetings where appropriate.

Review of Performance Measurement in 2022

The Code of Practice for the Governance of State Bodies provides that the PDA set out quantitative metrics for measuring progress toward achieving High Level Goals and Objectives. Using SMART (specific, measurable, achievable, relevant and time bound) performance indicators adds significant value to analysing business activities and outputs and identifying new opportunities. It is acknowledged that the assessment and measurement of strategic outcomes is an important feature in the PDA, and this will be an area of emphasis for the Department and ISI to further develop this year. In line with the Code, ISI and the Department will have a specific meeting during the year to discuss performance measurement and PDA's and to collaborate on the further enhancement of this area.

7 Potential Risk Factors

The ISI operates a formal Risk Management policy and maintains a Risk Register. The ISI Risk Committee meet quarterly to review all risks. This ensures that risks are identified and assessed, and necessary mitigating actions are, where resources allow, put in place.

Reflecting the key priorities of the organisation, the following potential risks were identified as the main areas that could negatively impact on the ISI in 2022:

Risks	Controls & Mitigants
Funding of Bankruptcy Function given depleted Unclaimed Dividends Account	<ul style="list-style-type: none"> ▪ The ISI agreed a solution with the Department/DPER on Bankruptcy funding for 2021/22. The ISI will work with the Department on funding for 2023 and beyond.
Business Continuity	<ul style="list-style-type: none"> ▪ The ISI adapted well to the business continuity risks caused by the Covid-19 Pandemic and ensured that access to insolvency solutions was maintained for debtors in difficulty. ▪ Achieved through logistical innovations, amending legislation, successful remote working arrangements and ongoing case management system upgrades. ▪ Given the current geo-political situation, remote access will be key in scheduling workloads in the event of any unforeseen occurrence impacting on site attendance. ▪ While insolvency activity was subdued somewhat during the pandemic it has stabilised and the ISI is well placed to deal with any recovery and/or increase in demand post pandemic. ▪ As a result, our risk is currently assessed as “Green” but given the unpredictable nature of Covid, and the geo-political context, we still assess it as a priority risk for monitoring purposes.
GDPR	<ul style="list-style-type: none"> ▪ Whilst ISI has a high level of compliance to GDPR requirements we initiated an exercise in late 2020 to maximise this through completing more detailed ROPAs and updating our data retention policy. We are also clarifying our records retention obligations with the National Archives.

	<ul style="list-style-type: none"> ▪ Good progress has been made but its completion in 2021 was impacted by a loss of key personnel. ▪ This exercise will be one of our priorities in 2022.
<p>Timely completion of IT projects within budget</p>	<p>The ISI is completing a number of approved IT projects during 2022 including:-</p> <ul style="list-style-type: none"> ▪ New bankruptcy case management system; ▪ Phoenix system enhancement project; ▪ Redevelopment of Back on Track website; ▪ EU Insolvency Interconnector project. <p>Appropriate oversight and monitoring structures are in place, including SMT oversight, to ensure completion in a timely and cost effective manner.</p>

8 Monitoring Arrangements

The implementation of this Agreement will be monitored twice yearly, or more frequently if required, through governance meetings between the ISI and the Civil Governance Function in the Department to provide an update on developments and achievement of targets set out in this agreement.

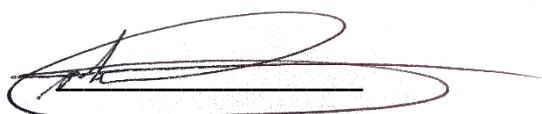
The ISI undertakes to return:

- all relevant and appropriately detailed performance information to allow for monitoring of this Agreement;
- relevant and appropriately detailed performance information for inclusion in the Revised Estimates for Public Services volume; and
- performance information in line with the set of such indicators, and in keeping with the timeframe, agreed with the Department.

The ISI will provide at the Minister's request any information on any matter concerning its policy and activities generally or any specific matter or account prepared by it.

9 Duration and Review of the Performance Delivery Agreement

The arrangements as set out in this Agreement will apply with effect from the date signed hereunder until 31st December 2022, and will be reviewed thereafter.



Michael McNaughton
Director
Insolvency Service of Ireland

Date: 22/06/2022



Dr Stjohn O'Connor
Head of Civil Governance
Department of Justice

Date: 22/06/2022