



**An Roinn Dlí agus Cirt**  
Department of Justice



**CIGIREACHT AN GHARDA SÍOCHÁNA**  
GARDA SÍOCHÁNA INSPECTORATE

**Department of Justice**

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**Garda Síochána Inspectorate**

**Performance Delivery Agreement 2023**

## **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 Garda Síochána Inspectorate will be measured in 2023. The ongoing supports that the Department of Justice will provide to the Inspectorate 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 multiannual Oversight Agreement.

### **1.2 Inputs**

#### *1.2.1 Financial Inputs*

The Inspectorate's budget allocation for 2023 is as follows:

Pay	€	0.982m
Non-Pay	€	0.438m
<b>Total</b>	<b>€</b>	<b>1.420m</b>

#### *1.2.2 Staffing Resources*

The following table sets out the Inspectorate's staffing levels as at 1<sup>st</sup> February 2023.

Chief Inspector	1
Deputy Chief Inspector	2
Principal Officer	1
Assistant Principal Officer	2
Higher Executive Officer	3
Executive Officer	2
Clerical Officer	1
<b>Total</b>	<b>12</b>

## **2. Performance Targets**

The following are the principal targets that will be referenced in 2023 to assess the Inspectorate's efficiency and productivity in using the resources allocated to it.

## 2.1 Quantitative targets

Output area or initiative	Metric	Associated Strategic Objective <sup>1</sup>	2023 Target	2022 Target	2022 Outturn	2021 Target	2021 Outturn
Inspection Reports	Inspection reports to be submitted to Minister in 2023: 1. The policing of transnational organised crime (Q1) <sup>2</sup> 2. The Garda Síochána response to reports of domestic abuse (Q2) <sup>3</sup>	Goal #1 <sup>4</sup>	2	2	0	3	1
Inspections Initiated	The Garda Síochána response to spontaneous life-threatening incidents	Goal #1	1 <sup>5</sup>	1	0	1	2

## 2.2 Other targets

Output area or initiative	Target	Associated Strategic Goal
A review of the status of recommendations made in previous Inspectorate reports	<ul style="list-style-type: none"> <li>Commence reviews of recommendations in the Changing Policing in Ireland, Public Order Policing and Policing with Local Communities (Q1)</li> <li>Publish assessments of the progress of recommendations in the Changing Policing in Ireland and Public Order Policing reports (Q2)</li> <li>Publish assessment of the progress of recommendations in the Policing with Local Communities report (Q3)</li> <li>Publish final assessments of progress updates for reports 9 to 16 (Q4)</li> <li>Identify previously implemented recommendations that are suitable for post implementation reviews. This process will</li> </ul>	Promote improved policing services

<sup>1</sup> As set out in the Inspectorate's Corporate Strategy 2022-2024

<sup>2</sup> Carried over from 2022 PDA. Extensive work in relation to this inspection has been undertaken to date however due to increased stakeholder engagement and some difficulties in obtaining information, the report is now expected to be completed in Q1 2023.

<sup>3</sup> Carried over from 2022 PDA. Extensive work in relation to this inspection has also been undertaken to date, particularly with regard to stakeholder engagement. Furthermore, it was necessary to conduct a national survey for domestic abuse victims and this required considerable planning and engagement. The report is now expected to be completed in Q3 2023.

<sup>4</sup> 'Produce inspection reports in relation to the operation and administration of the Garda Síochána that support the delivery of improved policing services to make communities safer'

<sup>5</sup> The Garda Síochána response to spontaneous life-threatening incidents

	<p>verify if a recommendation was fully implemented and whether it is achieving the intended outcome(s) (Q1)</p> <ul style="list-style-type: none"> <li>Commence the post implementation review process. Once a review is completed, the assessment of progress will be published on the Inspectorate's website (Q2)</li> </ul>	
Assessment of previous report recommendations that may require monitoring by the Policing and Community Safety Authority	<p>This activity is closely aligned to the review of implementation of recommendations from previous reports (see above for target dates). A draft schedule of recommendations from previous inspection reports that may require further monitoring will be produced at the end of Q3.</p> <p>The final schedule will be presented to the incoming Policing and Community Safety Authority by end of Q4 for their consideration.</p>	Support the orderly transition to the Policing and Community Safety Authority
Transition to the Policing and Community Safety Authority.	<p>Complete all the necessary tasks associated with the transition of the Inspectorate into the Policing and Community Safety Authority. This includes the transfer of Inspectorate records, transfer of staff and decommissioning of the Inspectorate office accommodation.</p> <ul style="list-style-type: none"> <li>Submit accommodation needs to OPW and award contract to external service provider to assist transition from the Inspectorate (Q1)</li> <li>Commence review by external provider (Q2)</li> <li>Conduct assessment of all hard and soft copy records (Q2)</li> <li>Commence and complete all necessary building works for decommissioning the Inspectorate office accommodation (Q3)</li> <li>Prepare a draft schedule of Inspectorate records for handover to new Authority (Q3)</li> <li>Finalise the transitional arrangements for Inspectorate staff and Inspectorate records (Q4)</li> </ul>	Support the orderly transition to the Policing and Community Safety Authority

### 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/contingency measures, are as follows:

Risk Description	Mitigation Actions
There is a risk to the capacity of the Inspectorate to achieve the Work Plan owing to the work involved in the transition to the Policing and Community Safety Authority, the departure of a number of experienced team members and the need to recruit and train up new staff members. The risk level may increase as the year progresses.	<ul style="list-style-type: none"> <li>Active engagement with HR to ensure vacancies are filled as soon as possible</li> <li>Teams working collaboratively to ensure sufficient cover for Inspection work and other Work Plan targets</li> <li>Training Needs Analysis to identify the core training needs and identify suitable courses and other development opportunities for staff</li> <li>Staffing levels reviewed at all Executive meetings</li> <li>Staff regularly updated on the transition to the Policing and Community Safety Authority</li> </ul>

	<ul style="list-style-type: none"> <li>• Senior managers fully engaged in all Policing, Security and Community Safety Programme Board, Steering Group and Project Team meetings</li> <li>• Regular bilateral meetings held with the Policing Authority to prepare for the transition</li> <li>• Preparation of updated Learning &amp; Development Plan</li> </ul>
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## 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 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

Carole Sullivan, Acting Assistant Secretary, Department of Justice, and Mark Toland, Chief Inspector, Garda Síochána Inspectorate, affirm that this Agreement shall be in effect until 31<sup>st</sup> December 2023.

*Carole Sullivan*  
*Assistant Secretary (Acting)*  
*Department of Justice*

*Mark Toland*  
*Chief Inspector*  
*Garda Síochána Inspectorate*

**Date: 21<sup>st</sup> February 2023**