



An Roinn Dlí agus Cirt
Department of Justice



Garda
Ombudsman
INQUIRY INDEPENDENCE IMPARTIALITY

Department of Justice

Garda Síochána Ombudsman Commission

Performance Delivery Agreement 2023

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 2023 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 multi-annual Oversight Agreement.

1.2 Inputs

1.2.1 Financial Inputs

GSOC's budget allocation for 2023 is as follows:

- Pay	€	11.74m
- Non-Pay	€	4.93m
- Total	€	16.67m

1.2.2 Staffing Resources

The following table sets out GSOC's authorised and actual whole-time equivalent (WTE) staffing levels as at 1st March 2023.

Grade*	Authorised WTE	Actual WTE
High Court Judge (retired)	1.0	1
Assistant Secretary	3.0	3.0
Director	1.0	1.0
Principal Officer	6.0	6.0
Assistant Principal Officer	25.7	23.7
Engineer Grade II	0	0
Higher Executive Officer	68.0	62.0
Executive Officer	42.0	35.0
Legal Executive	2.0	2.0
Clerical Officer	29.0	23.0
Total	177.7	156.7

* Includes equivalent investigatory grades

2. Performance Metrics and Targets

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

2.1 Quantitative metrics/targets

Output area/ initiative	Metric	2023 target	2022 target	2022 Outturn	2021 outturn	Associated strategic objective ¹
Processing of complaints	% reduction in caseload on hand at 1/1/2023	20%	20%	27%	---	<i>Process complaints from members of the public against the Garda Síochána in an independent, fair and timely manner</i>
Processing of complaints	% of complaints responded to within 2 working days	100%	100%	100%	100%	As above
Processing of complaints	% of calls to Complaint Line answered within 60 seconds	100%	100%	99%	94%	As above

2.2 Other metrics/targets

Output area/ initiative	2023 metric and target	Associated strategic objective
Workforce Planning	Arising from the Structural Review undertaken by Grant Thornton, a business case for the resourcing requirements identified in the report will be finalised and submitted to DoJ and DPER in Q2	<i>Invest in our people and make GSOC an employer of choice</i>
Learning & Development	Put in place a number of learning and development initiatives in accordance with L&D Strategy as follows: <ul style="list-style-type: none"> - Subject to approval from DPER, the RFT seeking the procurement of a partner for the design and delivery of an accredited training programme will be launched in Q1 - Procurement of a suitable provider of the training programme will be completed by Q3 	<i>Invest in our people and make GSOC an employer of choice</i>

¹ GSOC Statement of Strategy 2021-23

Output area/ initiative	2023 metric and target	Associated strategic objective
	- Design, and where practicable, commencement of the delivery of the accredited training programme in Q4	
Quality Management	Quality management and compliance work plan will be finalised, and resource requirements put in place, in Q1	<i>Comply with governance and accountability requirements required by legislation and the Code of Practice for the Governance of State Bodies, making quality and high performance central to how we work</i>
Quality Customer Service	Conduct Customer Service Survey in Q1	<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 Policing, Security and Community Safety Bill 2023	Transition plan will be finalised in Q1 following decisions arising from Grant Thornton Organisational Review Structural and administrative changes, supported by the provision of the enhanced resourcing identified through the organisational review process, will be in place by the end of 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
Lack of Organisation Capacity and Capability - Lack of facilitating conditions including governance structure and appropriate resourcing to enable GSOC' successor body to deliver its statutory functions	<ul style="list-style-type: none"> • Prepare a detailed statement of resourcing needs informed by the organisational review • Ongoing engagement with the Department relating to future resourcing and requirements • Strategic workforce planning including recruitment and retention, staff development, implementation roadmaps and review mechanisms.
Reputational damage caused by poor information and institutional knowledge management	<ul style="list-style-type: none"> • Procure and implement a new Case Management System with business analytics capability • Prepare a Data Strategy for GSOC. • A knowledge audit of assets has commenced with a view to developing a work programme for the GSOC Knowledge Management Group • Establish a learning climate/culture, mitigating knowledge loss, developing a shared team memory and create channels for knowledge flow. Work is required to develop, update and maintain a repository

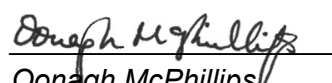
	of organisational manuals, policies, SOPs for all business units
ICT Security, availability and resilience - causing reputational and financial damage through data breaches or failure to support business continuity.	<ul style="list-style-type: none"> • Development of Policy and procedures and governance structure for: <ul style="list-style-type: none"> • Business Continuity Management/Disaster Recovery and back up: • ICT System Life-Cycle Management: • Information Technology Security (Cyber Security) - External and Internal Threat: • Implement recommendations of ICT Service Delivery Model Audit.
Reputational damage caused by failure to achieve the reforms envisaged under the transition programme	<ul style="list-style-type: none"> • A detailed examination of the provisions of the Bill to map the relevant impacts • Development of robust transition implementation plan. • Ongoing engagement with the relevant stakeholders to ensure resources and other relevant supports are in place.
Reputational and financial cost of potential operational failure to progress case files in a timely, customer focussed manner	<ul style="list-style-type: none"> • Review and update operational business processes: • Development of governance structure with monitoring and review of the relevant procedures • Ensure that all staff receive appropriate training, including role specific accredited training, in accordance with L&D plan. • Development of a new Case Management System to facilitate knowledge sharing, effective management, the supervision of cases, and the extraction of data for analytical purposes.

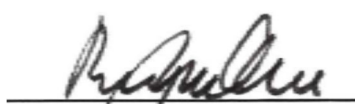
2.4 Amendment of Targets

In exceptional circumstances it may become necessary to amend the agreed targets over the term 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 31st December 2023.


Oonagh McPhillips
Secretary General
Department of Justice


Mr. Justice Rory MacCabe
Chairperson
Garda Síochána Ombudsman Commission

Date: 11 April 2023