



An Roinn Dlí agus Cirt
agus Comhionannais
Department of Justice
and Equality



GARDA
INSPECTORATE
PROMOTING EXCELLENCE & ACCOUNTABILITY

Performance Delivery Agreement 2020

Department of Justice and Equality

Garda Síochána Inspectorate

1. Background and Context

1.1 Objectives of this Agreement

The purpose of this Performance Delivery Agreement (PDA) between the Department of Justice and Equality and the Garda Síochána Inspectorate is to formalise the process by which the key deliverables required from the Inspectorate in 2020 (in the context of the resource inputs provided) can be defined and measured. The ongoing supports that the Department will provide to the Inspectorate in fulfilling its mandate, and the mechanisms for monitoring and appraisal of 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 2020-21.

1.2 Inputs

1.2.1 Financial Inputs

The Inspectorate's budget allocation for 2020 is as follows:

Pay	€ 913,000
Non-Pay	€ 393,000
Total	€1,306,000

1.2.2 Staffing Resources

The following table sets out the Inspectorate's sanctioned staffing levels as at 1st January 2020:

Chief Inspector	1
Deputy Chief Inspector	2
Principal Officer	1
Assistant Principal Officer	2
Higher Executive Officer	2
Executive Officer	2
Clerical Officer	1
Service Officer	1
Total	12

2. Performance Targets

2.1 Key targets for 2020

The following are the principal targets that shall be used in 2020 to assess the extent to which the Inspectorate is performing efficiently and effectively.

In accordance with the Inspectorate's Work Plan the following Inspections will be completed in 2020:

1. Countering the risk of corruption within the Garda Síochána – Complete in Quarter 2 2020
2. Custody arrangements in the Garda Síochána – Complete in Quarter 3 2020

The following inspections will commence in 2020:

1: The inspection of the Garda Síochána's response to the policing of Ireland's borders will commence in Quarter 2, with the following milestones to be reached by the end of 2020:

- a) Initial research completed
- b) Scope of inspection agreed
- c) Terms of reference published
- d) Field work commenced

2) The inspection of the Garda Síochána's response to reports of domestic abuse will commence in Quarter 3, with the following milestones to be reached by the end of 2020:

- a) Initial research completed
- b) Scope of inspection agreed
- c) Terms of reference published

2.2 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 Action	Contingent Action
Unplanned work that must be accommodated. For example requests for inspections from the Minister or the Policing Authority which may impact on the capacity of the Inspectorate to deliver on its existing Work Plan	Assess any request for inspections against (a) the Inspectorate’s core objective of ensuring that resources available to the Garda Síochána are used efficiently and effectively, and (b) the Inspectorate’s prioritisation matrix, taking account of the possible reputational risk or risk of harm to the organisation or the public if the inspection is not prioritised.	Regularly engage with the Department and Policing Authority to ensure Inspectorate is aware of any emerging themes which may lead to a request for an Inspection. Build resilience into team structure to provide capacity to deal with unplanned work requests.
Added workload or time requirements because of unforeseen issues coming to light in the course of an Inspection	Ensure the Inspection plan is as accurate as possible. Project management system in place to identify schedule slippage as early as possible.	Build contingent capacity into project resource requirements.
Retention of staff due to impact on staff morale of the uncertainty around the future of the Inspectorate and the availability of other opportunities in the current employment environment	Develop opportunities for staff through formalising of roles and responsibilities in inspections. Brief staff on a regular basis. Maintain staff engagement through annual Strategy day, team meeting and weekly meetings.	Build relationships with Department’s HR Business partner to ensure awareness of the Inspectorate’s staffing requirements. Engage with the Department to ensure Inspectorate is fully informed as policy and legislation are further developed.
Delays in receiving information/data leading to delays in reporting	Engagement between the Inspectorate liaison and identified liaison in the Garda Síochána. Information requests issued as priority.	Inspectorate to escalate issues/concerns within the Garda Síochána as appropriate.

2.3 Amendment of Targets


In exceptional circumstances it may become necessary to amend agreed targets over the course of this PDA (e.g. as a result of significant changes in Government/Ministerial priorities, legislation, operating conditions and/or broader political, economic, financial or related factors). Where either party considers that amendments to any target may be necessary, they shall raise the matter with the other party without delay with a view to agreeing any appropriate changes as soon as practicable.

3. Duration and Signatories to the Agreement

John O'Callaghan, Head of Criminal Justice Governance, Department of Justice and Equality, and Mark Toland, Chief Inspector, Garda Síochána Inspectorate, affirm that this Performance Delivery Agreement will be in effect from the date signed hereunder until 31st December 2020.


John O'Callaghan
Head of Criminal Justice Governance
Department of Justice and Equality

Date: 11/3/20


Mark Toland
Chief Inspector
Garda Síochána Inspectorate

Date: 11/3/2020