



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



An tÚdarás Slándála Príobháidí  
The Private Security Authority

# Performance Delivery Agreement 2020

**Department of Justice and Equality**

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**Private Security Authority**

## **1. Background and context**

### **1.1 Objectives of this Agreement**

The purpose of this Performance Delivery Agreement (PDA) is to formalise the process through which the principal outputs/outcomes that the Department of Justice and Equality requires from the Private Security Authority 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 PSA in this regard, and the mechanisms for monitoring and appraisal of performance, form part of the wider governance arrangements between the two parties and are set out in the separate but complementary Oversight Agreement 2020-22.

In developing the objectives of this Agreement, the Department had particular regard to the PSA's key organisational priorities. These are to ensure the continuing phased licensing of the outstanding sectors prescribed in the Act, the monitoring of compliance with regulatory requirements, and the improvement of standards within the industry.

### **1.2 Inputs**

#### *1.2.1 Financial Inputs*

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

- Pay €2,464,000
- Non-Pay €1,335,000
- **Total €3,799,000**

#### *1.2.2 Staffing Resources*

The following table sets out the PSA's authorised and actual staffing levels as at 1<sup>st</sup> June 2020:

<b>Grade</b>	<b>Authorised</b>	<b>Actual</b>
CEO	1	1
Assistant Principal Officer	4	4
Higher Executive Officer	7	7
Administrative Officer	0	0
Executive Officer	16	16
Clerical Officer	24	23
Services Officer	1	1
<b>Total</b>	<b>53</b>	<b>52</b>

## **2. Performance Targets and Indicators**

### **2.1 Key targets and indicators for 2020**

The following are the principal output targets and performance indicators which will be used in 2020 to assess the extent to which the PSA is performing efficiently and effectively:

<b>Output area or initiative</b>	<b>Target/ Performance Indicator</b>	<b>Associated strategic priority</b>	<b>Baseline figures for previous years (where applicable)</b>
Service Delivery	Process 15,000 licence applications	Supporting our staff and enhancing our organisation	2019: 14,775 2018: 8,240* 2017: 14,574
Service Delivery	Reduce the average processing time for first time employee application to less than 33 days	Supporting our staff and enhancing our organisation	2019: 33 days 2018: 35 days 2017: 36 days
Employee Licensing	Licensing of Event Security in Q3 2020	Completing the regulation of the Private Security Industry	N/A
Employee Licensing	Licensing of Private Investigators in Q4 2020	Completing the regulation of the Private Security Industry	N/A
Qualifications & Standards	Issue tender for certification services in Q3 2020	Raising the level of standards and qualifications in our industry	N/A
Service Delivery	Launch new website in Q2 2020.	Supporting our staff and enhancing our organisation	

\* The reduction in applications in 2018 reflects the introduction of the 3-year licence for employees in 2016.

## 2.2 Main risks to achievement of targets

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

<b>Key Risk/Risk Factor</b>	<b>Impact on the PSA</b>	<b>Control</b>
COVID-19 impact on PSA operations and security industry	COVID-19 impacts on all targets. While targets have been amended to reflect impact to date, further delays could arise	COVID-19 business continuity plan in operation
Strategic Plan (2019-21) not fully achieved because of lack of resources/ departure of senior staff	Delay in completing statutory mandate	Board Sub-committee established  2020 Business Plan sets out priorities
Conferral of Additional Functions on PSA	Additional pressure on PSA staff and resources	Identify and seek additional resources

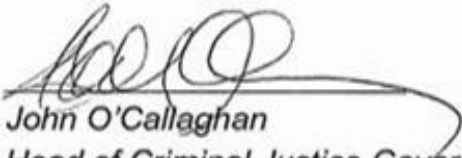
Garda National Vetting Bureau cannot currently pass Children and Vulnerable Adults disclosures to the PSA (likely to require primary legislation to address)	Reputational damage if licence issues to person who is the subject of Children and Vulnerable Adults disclosure  Possible delay in licensing employees in the event security sector if there is a lack of progress on addressing the vetting issue	Continued engagement with the Department and other stakeholders on legislative solution
Standards certification system not meeting expectations.	Credibility of licensing regime negatively impacted due to high level of category 1 non-compliance being detected by PSA	New certification model to be piloted for cash-in-transit operators, private investigators and locksmiths
Quality of Training Courses below necessary standard	Undermine the credibility of training courses that underpins the licensing of employees in the security industry	TP1, a requirements document for training providers, took effect on 1/9/2018  Inspections of training providers commenced in April 2019

### 2.3 Amendment of targets

In exceptional circumstances it may become necessary to amend agreed performance/ service 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 consult 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 Paul Scallan, Chief Executive Officer, Private Security Authority, affirm that this Performance Delivery Agreement shall apply from the date given hereunder until 31<sup>st</sup> December 2020.

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

  
Paul Scallan  
Chief Executive Officer  
Private Security Authority

**Date: 16<sup>th</sup> June 2020**