



An Roinn Dlí agus Cirt
Department of Justice



An tÚdarás Slándála Príobháidí
The Private Security Authority

Department of Justice

Private Security Authority

Performance Delivery Agreement 2021

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 Private Security Authority (PSA) will be measured in 2021. The ongoing supports that the Department of Justice will provide to the PSA 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 Oversight Agreement 2020-22.

1.2 Inputs

1.2.1 Financial Inputs

The PSA's budget allocation for 2021 is as follows:

- Pay €2,500,000
- Non-Pay €1,335,000
- **Total €3,835,000**

1.2.2 Staffing Resources

The PSA's authorised and actual staffing (whole-time equivalent) levels as at 1st March 2021 were as follows:

Grade	Authorised	Actual
CEO	1	1
Assistant Principal Officer	4	4
Higher Executive Officer	7	7
Executive Officer	17	16.6
Clerical Officer	25	19.8
Services Officer	1	1
Total	55	49.4

2. Performance Targets

The following are the principal targets that will be referenced in 2021 to assess the PSA's efficiency and productivity in using the resources allocated to it.

2.1 Quantitative targets

Metric	Associated strategic objective ¹	2021 Target	2020 Target	2020 Outturn	2019 Target	2019 Outturn
Number of applications for licences processed	<i>Completing the regulation of the private security industry</i>	8,000*	12,500	12,062	13,000	14,775
% of licence applications processed within 30 working days	<i>Completing the regulation of the private security industry</i>	90%	90%	92%	90%	87%
Number of compliance cases processed	<i>Completing the regulation of the private security industry</i>	500*	900	273	900	847
% of compliance cases processed within 90 working days	<i>Completing the regulation of the private security industry</i>	75%	70%	81%	70%	64%
Average processing time (in working days) for first time employee applications	<i>Supporting our staff and enhancing our organisation</i>	<27	<33	27	<35	33

* These targets have been reduced from those included in the 2021 Revised Estimates in light of the anticipated effects of the increased Covid restrictions put in place since then.

2.2 Other targets

Output area or initiative	Target
Employee Licensing	Licensing of Event Security by Q4*
Employee Licensing	Licensing of Private Investigators by Q4
Employee Licensing	Complete integration of PSA licensing sections by Q4
Qualifications & Standards	Issue tender for certification services by Q2
Qualifications & Standards	Training Requirements for Private Investigators by Q3
Qualifications & Standards	Standard Requirements for Security Consultants by Q3

* Subject to the reopening of the event sector

¹ As set out in PSA Strategic Plan 2019-2021

2.3 Principal risks to achievement of targets

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

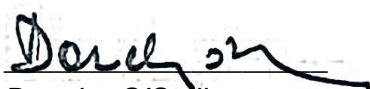
Key Risk/Risk Factor	Impact on the PSA	Control/Mitigation
Strategic Plan 2019-2021 not met because of impact of Covid-19	COVID-19 impacts on all targets. While targets have been amended to reflect impact to date, further delays could arise	COVID-19 business continuity plan in operation
Conferral of additional 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/ Vulnerable Adults disclosure	Continued engagement with the Department and other stakeholders on legislative solution
Credibility of licensing regime and certification system damaged by high level of category 1 non-compliance detected by PSA	Reputational damage and business process implications of certification system not meeting expectations	Board Subcommittee to review and report
Risk to client's funds being lost or misappropriated by the actions of a cash-in-transit (CIT) contractor	Reputational damage to PSA	CIT contractor currently in liquidation. Review of controls when liquidation report received Ongoing audits of CIT contractors

2.4 Amendment of targets

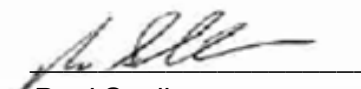
In exceptional circumstances it may become necessary to amend one or more targets over the course of this Agreement. Where either party believes this may be necessary, they will consult with the other party with a view to agreeing any appropriate changes as soon as practicable.

3. Duration and signatories to the Agreement

Doncha O'Sullivan, Assistant Secretary, Department of Justice, and Paul Scallan, Chief Executive Officer, Private Security Authority, affirm that this Agreement will be in effect from the date given hereunder until 31st December 2021.



Doncha O'Sullivan
Assistant Secretary
Department of Justice



Paul Scallan
Chief Executive Officer
Private Security Authority

Date: 29th March 2021