



Performance Delivery Agreement

Between

The Property Services Regulatory Authority

And

The Department of Justice

2021

Performance Delivery Agreement – PSRA 2021

1. Introduction and Objective of the Agreement

This Performance Delivery Agreement (PDA) has been drawn up by the Department of Justice (“the Department”) in consultation with the Property Services Regulatory Authority (PSRA) in accordance with the 2016 edition of the [Code of Practice for the Governance of State Bodies](#) (“Code of Practice”). It, together with the separate but related Oversight Agreement (OA), succeeds the previous Performance Delivery Agreement 2020 between the two parties.

This Performance Delivery Agreement shall be reviewed and updated annually, and will be utilised to formalise the process through which the outputs and outcomes required from the PSRA can be measured and assessed.

As per the Code of Practice, with reference to PDAs, *“These agreements will act as a performance contract between the parent Department and the State body in which an agreed level of performance/service is formalised and which will ultimately result in improved efficiency and effectiveness in the delivery of public services.*

The agreements allow for the adoption of both annual and multi-annual targets, and the development of output and outcome indicators, including milestones to measure performance against targets.”

To achieve this, it is necessary to set out the following:

- The key inputs, outputs and expected outcomes of the Authority’s activities, in quantitative, measurable terms;
- Assessment of performance by monitoring of agreed targets, around those key outputs, inputs and outcomes.

This Agreement sets out the PSRA’s key targets for 2021 and defines the output and outcome indicators on which performance should be measured. In addition it will also highlight any

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potential risk factors, allow for a level of flexibility and amendments of targets where necessary, and specify the monitoring arrangements between the Department and the PSRA.

The Agreement ultimately seeks to (a) facilitate the PSRA in carrying out its functions, (b) progress the ongoing development of output measures and (c) improve the effectiveness and efficiency of public services.

While Covid-19 continues to impact on work practices, the PSRA has put in place appropriate responses to ensure the continued effective delivery of the PSRA’s statutory remit and will monitor and review outputs in this regard.

The Agreement will support the PSRA’s Strategic Plan 2020 - 2023.

2. Inputs

2.1 Financial Inputs

The following table summarises the PSRA’s budget allocation for 2021.

Expenditure	2021 Budget Allocation
Pay	€2,075,000
Non-Pay	€924,000
Total	€2,999,000

2.2 Licence Fees

The level of licence fee to be paid was determined by the Authority in 2012 based on its estimated annual cost of administering the licensing system at that time. An annual fee of €1,000 is payable by Property Service Employers and an annual fee of €100 is payable by Employees.

2.3 Compensation Fund

Section 77(1) of the Property Services (Regulation) Act 2011 requires the Authority to establish a Property Services Compensation Fund to which each applicant is required to contribute before a licence is granted.

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2.4 Staffing Resources

The Department will endeavour to provide the appropriate and necessary resources to the Authority either directly or, on a contracted basis, having regard to pressures on public service numbers and competing demands.

Grade	Headcount 1st Jan 2021	Staff Level 1st Jan 2021 (FTE)
CEO	1	1
Assistant Principal Officer	2	2
Higher Executive Officer	11	10.8
Executive Officer	8	8
Clerical Officer	9	8.5
Total	31	30.3

3. Outputs /Targets

3.1 The following section sets out the Key Performance Indicators which will be used to assess the PSRA's progress towards achieving its key mandate and core function; the licensing and regulation of all Property Services Providers operating in Ireland under the provisions of the Property Services (Regulation) Act 2011.

3.2 Service Levels and Performance Measurement 2021

The following key performance indicators will form part of the PSRA's Performance Measurement in relation to the PSRA Business Plan for 2021:

Key Performance Indicator	Target
Processing of new licence applications where application meets all statutory requirements	3 weeks

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Processing of licence renewal applications where application meets all statutory requirements	4 weeks
Processing of licence renewal applications during peak renewal period of September - November (over 3,500 applications received)	90% of these renewal applications assessed by end of December 2021
Compliance investigations conducted under the Property Services (Regulation) Act 2011	150
Compliance investigations conducted under the Criminal Justice (Money Laundering and Terrorist Financing) Act 2010	120
Complaints under investigation	60% of open cases at 1 January 2021 concluded or under active investigation at year end
Acknowledgement of complaints received	3 working days
Commercial Lease Compliance rate	60%
Registers updated	Weekly

3.3 Customer Service

In accordance with the PSRA's customer charter, we will respond to all queries within the following timeframes:

Telephone Calls	Lines are open Monday to Friday, 10:00 am – 12:30pm
Email responses	Within 5 working days.
Response to letters	Within 10 working days.

The customer charter is available on the PSRA website.

3.4 The PSRA has identified five key strategic objectives in its Strategic Plan 2020 – 2023 which are the focus of its current work programme;

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1. Develop an enhanced register and effective system of regulation to support professional practice
2. Continuously enhance the Authority’s processes and arrangements to deliver targeted inspections on a cost effective basis
3. Promote professional standards, address unlicensed activity and operate an effective complaints management process
4. Promote engagement, awareness and continuous professional development to the benefit of all stakeholders; and
5. Resource and manage the Authority to optimise organisational efficiency and effectiveness.

Strategic Objective 1 - Develop an enhanced register and effective system of regulation to support professional practice

Goals	Actions	KPIs	Target
Review of licensing system	Engagement with DoJ Civil Justice Legislation Function	Work on required legislative changes further progressed	Q4
Development of new S.I. following review of PII requirements	Review of report of PII consultant	Report reviewed	Q2
	Draft proposal recommendation document for the Board	Report presented to the Board	Q3
	Draft new S.I. based on recommendations agreed with the Board	SI drafted	Q4
Review of online application system for Licensees and implementation of changes	Engagement with PMO, Justice IM&T and Escher.	Engagement underway	Q1
	Review of current process and requirements undertaken with Business Change Team	Requirements identified	Q2

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	Identify appropriate solution and set out project plan with Justice IM&T.	Appropriate solution identified and agreed. Project commenced	Q2
	Engage with Justice IM&T and any other relevant parties as project progresses.	Project underway	Q4

Strategic Objective 2- Continuously enhance the Authority’s processes and arrangements to deliver targeted inspections on a cost effective basis

Goals	Actions	KPIs	Target
Adopt a risk based approach to the selection of licensees for audit inspection and determine themes for priority and focus	Identify risk factors for consideration in assigning audits	Risk factors identified	Q1
	Engage with Justice IM&T regarding changes to the database to facilitate new risk assessment method of selecting Licensees for audit	Justice IM&T engaged	Q2
	Assign audits based on risk based approach	Audits assigned	Q3
Review legislative amendments made to the Criminal Justice (Money Laundering and Terrorist Financing) Act 2010 and take the necessary actions to ensure compliance is achieved by both the PSRA and the property services sector	Review of legislative amendments	Amendments reviewed	Q2
	Communicate changes to Inspectors and Licensees. Update documentation as required	Changes communicated and documentation updated as appropriate	Q 3

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Strategic Objective 3- Promote professional standards, address unlicensed activity and operate an effective complaints management process

Goals	Actions	KPIs	Target
Application of Minimum Standards SI	Provide additional training for Inspectors	Training provided	Q1
	Review complaints process and update as necessary to account for Minimum Standards SI	Complaints processes updated	Q1

Strategic Objective 4 - Promote engagement, awareness and continuous professional development to the benefit of all stakeholders

Goals	Actions	KPIs	Target
Publication and Promotion of Code of Practice for Property Services Providers	Publish Code of Practice on website	Publication of Code	Q1
	Publicise Code among the public and Licensees	Press release issued	Q2
Establishment and continued engagement of new PSRA Forum	Invite relevant stakeholders to nominate representatives for the Forum	Membership of Forum agreed	Q3
	Establish membership of Forum and circulate Terms of Reference	Forum established	Q3
	Organise meeting	Meeting held	Q4

Strategic Objective 5 – Resource and manage the Authority to optimise organisational efficiency and effectiveness

Goals	Actions	KPIs	Target
Complete external review of staffing levels and requirements	Engage with external reviewer and provide support and	External reviewer engaged	Q1

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necessary to deliver the Authority's mandate and strategic objectives	documentation as required.		
	Organise interviews with staff members	Interviews organised and attended	Q1
	Review report and its findings	Findings of the report	Q3

4. Potential Risk Factors

The PSRA operates a formal Risk Management policy and maintains a Risk Register and, in accordance with the Department of Finance Guidelines, this is updated on an ongoing basis. The maintenance of the Register ensures that risks are identified and assessed and necessary mitigating actions are, where resources allow, put in place.

Reflecting the key priorities of the organisation, the main potential risks to the achievement of targets set out in this Agreement at the time of writing are:

- Continuity of online IT application system
- Risk to the protections inherent in licensing system due to unlicensed operators
- Number of/Large claim(s) on the Compensation Fund
- Dependence of Authority on Justice IM & T: non-implementation by DoJ IM&T of internal audit recommendations
- Inability to fulfil functions and statutory role due to the impact of Covid-19
- Unexpected expenditure arising from statutory role (for example Judicial Reviews and Legal Costs)

5. Flexibility and Amendment of Targets

Where amendments become necessary, both parties will engage to agree on amended targets.

6. Monitoring Arrangements

In accordance with the Department's policy on the monitoring of governance arrangements in relation to the organisations within its remit, the PSRA will meet with the Department twice

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yearly, or more frequently if required by the Department, to provide an update on developments and achievement of targets as set out in this Agreement.

The PSRA undertakes to return:

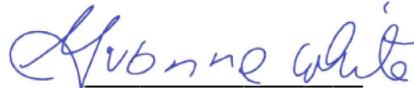
- (a) Relevant and appropriately detailed performance information to allow for monitoring of this Agreement;
- (b) relevant and appropriately detailed performance information for inclusion in the Revised Estimates for Public Services volume; and
- (c) performance information in line with the set of such indicators, and in keeping with the timeframe, agreed with the Department.

7. Duration and Signatories to the Agreement

The arrangements as set out in this Agreement will apply with effect from the date signed hereunder until 31st December 2021.



Maeve Hogan,
CEO,
Property Services Regulatory Authority



Yvonne White,
Director,
Civil Justice -
Governance Function,
Department of Justice

Date: 17 May 2021

Date: 17 May 2021