



An Roinn Dlí agus Cirt  
Department of Justice



CIGIREACHT AN GHARDA SÍOCHÁNA  
GARDA SÍOCHÁNA INSPECTORATE

## Department of Justice

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## Garda Síochána Inspectorate

## Performance Delivery Agreement 2024

## **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 Garda Síochána Inspectorate will be measured in 2024. The ongoing supports that the Department of Justice will provide to the Inspectorate 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 multiannual Oversight Agreement.

It is noted that arrangements are currently being advanced to establish the new Policing and Community Safety Authority (PCSA) in 2024 at which point the Inspectorate will be formally dissolved. As such, this Agreement concentrates in particular on the first six months of 2024.

### **1.2 Inputs**

#### *1.2.1 Financial Inputs*

The Inspectorate's budget allocation for 2024 is as follows:

Pay	€	1,008,000
Non-Pay	€	438,000
<b>Total</b>	<b>€</b>	<b>1,446,000</b>

#### *1.2.2 Staffing Resources*

The following table sets out the Inspectorate's staffing levels as at 04/01/2024.

Chief Inspector	1
Deputy Chief Inspector	2
Principal Officer	1
Assistant Principal Officer	2
Higher Executive Officer	3
Executive Officer	3
<b>Total</b>	<b>12</b>

## **2. Performance Targets**

The following are the principal targets that will be referenced in 2024 to assess the Inspectorate's efficiency and productivity in using the resources allocated to it.

## 2.1 Quantitative targets

Output area or initiative	Metric	Associated Strategic Objective <sup>1</sup>	2024 Target	2023 Target	2023 Outturn	2022 Target	2022 Outturn
Inspection Reports	Inspection reports to be submitted to the Minister in 2024:  1. The policing of transnational organised crime (Q1) <sup>2</sup>  2. The Garda Síochána response to reports of domestic abuse (May) <sup>3</sup>	Goal #1 <sup>4</sup>	2	2	1	2	0
Joint initiatives with the Policing Authority	A joint initiative with the Policing Authority will be commenced in Q1 once the topic is agreed between both parties	Goal #2 <sup>5</sup>	1	1	0	1	0

## 2.2 Other targets

Output area or initiative	Target	Associated Strategic Goal
A review of the status and relevance of recommendations made in all previous Inspectorate reports	<p>Work will continue with the Garda Síochána and other stakeholders to assess the current status of recommendations from all previous Inspectorate reports. This will assist with the transition of the Inspectorate's inspection function to the Policing and Community Safety Authority.</p> <p>The Inspectorate will:</p> <ul style="list-style-type: none"> <li>- Prepare a draft schedule of outstanding recommendations for handover to the new Authority (Q2).</li> </ul>	Promote improved policing services

<sup>1</sup> As set out in the Inspectorate's Corporate Strategy 2022-2024

<sup>2</sup> Carried over from 2022 & 2023 PDAs. Extensive work in relation to this inspection has been undertaken to date however due to increased stakeholder engagement and some difficulties in obtaining information, the report is now expected to be completed in Q1 2024.

<sup>3</sup> Carried over from 2022 & 2023 PDAs. Extensive work in relation to this inspection has also been undertaken to date, particularly with regard to stakeholder engagement. Furthermore, it was necessary to conduct a national survey for domestic abuse victims and this required considerable planning and engagement. The report is now expected to be completed in Q2 2024.

<sup>4</sup> 'Produce inspection reports in relation to the operation and administration of the Garda Síochána that support the delivery of improved policing services to make communities safer'

<sup>5</sup> 'Increase awareness of the Inspectorate's role, so that key stakeholders understand our role and have confidence in the work of the Inspectorate'

	<ul style="list-style-type: none"> <li>- Publish a final assessment on the progress of recommendations in the Policing with Local Communities report (Q2)</li> <li>- Subject to capacity, conduct post implementation reviews of recommendations selected from previous Inspectorate reports that have already been assessed as implemented. This process, which will be completed by the end of Q2, will verify if a recommendation was fully implemented and whether it is achieving the intended outcome(s).</li> </ul>	
Assessment of previous report recommendations that may require monitoring by the Policing and Community Safety Authority	This activity is closely aligned to the review of implementation of recommendations from previous reports (see above for target dates). A draft schedule of recommendations from previous inspection reports that may require further monitoring has been produced. The final schedule will be presented to the incoming Policing and Community Safety Authority by the end of Q2.	Support the orderly transition to the Policing and Community Safety Authority
Transition to the Policing and Community Safety Authority	<p>Complete all the necessary tasks associated with the transition of the Inspectorate into the Policing and Community Safety Authority. This includes the transfer of Inspectorate records, transfer of staff and decommissioning of the Inspectorate's office accommodation.</p> <p>By the end of Q2, the Inspectorate will:</p> <ul style="list-style-type: none"> <li>- Work with the Bill implementation team (and other relevant sections) in the Department of Justice, Policing Authority, and the Office of Public Works on accommodation requirements.</li> <li>- Engage with the Policing Authority and external consultants on implementing the recommendations of the review undertaken to advise on the merger of the Inspectorate and Authority, and with it the establishment of the new Authority.</li> <li>- Finalise the assessment of all hard and soft copy records currently on hands, and prepare a schedule of such records for handover to the Department or new Authority as appropriate.</li> <li>- Work with the Bill implementation team (and other relevant sections) in the Department of Justice and Policing Authority (with whom eight critical work streams have been established) on staffing and transitional arrangements for Inspectorate staff and Inspectorate records.</li> </ul>	Support the orderly transition to the Policing and Community Safety Authority
Duties under Section 42 of the Irish Human Rights and Equality Commission Act 2014	<p>The Inspectorate has an action plan in place to address the equality and human rights issues identified in an internal assessment completed in 2023. This includes an appropriate implementation structure to drive implementation as part of the strategic planning process.</p> <p>By the end of Q1, the Inspectorate will:</p> <ul style="list-style-type: none"> <li>• Develop a human rights screening framework to assess all organisational policies to ensure that human rights standards are met</li> </ul>	Continue to be a high-performing, well-respected organisation.

	<ul style="list-style-type: none"> <li>Develop a human rights framework for engaging with external stakeholders during the course of inspections.</li> </ul> <p>By the end of Q2, the Inspectorate will:</p> <ul style="list-style-type: none"> <li>Work with the Policing Authority to develop a human rights framework to inform ongoing and future work of the Policing and Community Safety Authority (PCSA). The human rights framework will provide the basis on which the PCSA will evaluate the Garda Síochána's compliance with its human rights obligations.</li> </ul>	
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### 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/contingency measures, are as follows:

Risk Description	Mitigation Actions
There is a risk to the capacity of the Inspectorate to achieve the Work Plan owing to the work involved in the transition to the Policing and Community Safety Authority, the departure of a number of experienced team members and the need to recruit and train up new staff members. The risk level may increase as the year progresses.	<ul style="list-style-type: none"> <li>Active engagement with HR.</li> <li>Teams working collaboratively to ensure sufficient cover for Inspection work and other Work Plan targets</li> <li>Staffing levels reviewed at all Executive meetings</li> <li>Staff regularly updated and engaged on all aspects associated with the transition to the Policing and Community Safety Authority</li> <li>Senior managers fully engaged in all Policing, Security and Community Safety Programme Board, Steering Group and Project Team meetings</li> <li>Regular bilateral meetings with the Policing Authority to prepare for the transition</li> <li>Review Learning &amp; Development Plan.</li> </ul>

### 2.4 Amendment of Targets

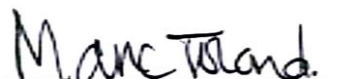
In exceptional circumstances, it may become necessary to amend one or more targets over the course of this Agreement. Where either party believes this may be necessary, they shall consult with the other party with a view to agreeing any appropriate changes as soon as practicable.

### **3. Duration and Signatories to the Agreement**

Carole Sullivan, Acting Assistant Secretary, Department of Justice, and Mark Toland, Chief Inspector, Garda Síochána Inspectorate, affirm that this Agreement shall be in effect until 31 December 2024 or until the Inspectorate is formally dissolved in accordance with the relevant provisions of the Policing, Security and Community Safety Act 2023, whichever is sooner.



*Carole Sullivan*  
*Assistant Secretary (Acting)*  
*Department of Justice*



*Mark Toland*  
*Chief Inspector*  
*Garda Síochána Inspectorate*

**Date: 2<sup>nd</sup> February 2024**