



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



An tÚdarás Slándála Príobháidí
The Private Security Authority

Oversight Agreement 2019
between the Private Security Authority and the
Department of Justice and Equality

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Introduction

- 1.1 The Private Security Authority (PSA), which was established pursuant to the Private Security Services Act 2004 (as amended), is the regulator for the private security industry. The Authority is an independent body under the aegis of the Department of Justice and Equality and is administered by a Board. The Authority is based in Tipperary Town.
- 1.2 The PSA is charged with introducing, controlling and managing a comprehensive standards based licensing system for the private security industry. The key responsibility of the Authority is to licence those providing security services and the main objective is to improve and maintain standards and qualifications in the provision of these services. The Authority's mission is to regulate the activities of those involved in the private security industry to ensure that the interests of consumers are fully protected through the establishment, promotion, monitoring and enforcement of appropriate standards.

The statutory mandate of the Authority, in accordance with Section 8 of the Private Security Services Act 2004, is as follows:

- Controlling and supervising persons providing security services and maintaining and improving standards in the provision of those services,
- Granting and renewing of licences,
- Issuing identity cards to licensees,
- Suspending and revoking licences,
- Establishing and maintaining a register of licensees,
- Specifying standards to be observed in the provision of security services,
- Specifying qualifications or any other requirements for the granting of licences,
- Undertaking or commissioning research projects and activities necessary for the planning, development and provision of security services,

- Investigating any security services being provided by any person,
- Establishing and administering a system of investigation and adjudication of complaints,
- Monitoring the provision of private security services generally,
- Liaising with licensees,
- Advising the Minister on any matters relating to the above functions and keeping the Minister informed of developments in relation to the provision of security services and assist in co-ordinating and developing policy in that regard.

1.3 In accordance with Section 8 (3) of the Act the Minister may, with the consent of the Minister for Finance, by order confer such additional functions relating to security services and connected with the Authority's statutory functions as the Minister considers appropriate.

1.4 The PSA is mandated, under the Private Security Services Act 2004, to regulate the following industry sectors:

- Door Supervisor
- Installer of Security Equipment
- Security Guard
- Providers of protected forms of transport
- Locksmith
- Supplier or installers of safes
- Private Investigator
- Security Consultant

It should be noted that the installation of CCTV, intruder alarm and access control systems, along with event security, are some of the subcategories of the above industry sectors which are currently licensed by the PSA, as are the alarm and CCTV monitoring sectors.

The PSA is introducing licensing to the industry on a phased basis. To date, the Authority has licensed *contractors* in the following sectors: Security Guarding, Door Security, Alarm Installation, Alarm Monitoring, Access control, CCTV, Cash-in-Transit (CIT), Event Security, Private Investigators and Locksmiths. It has licensed *individuals* working in the security guarding and door supervisor sectors, as well as those working in the cash in transit sector. The PSA is committed to completing the regulation of the security industry during the course of its current Strategic Plan, 2019-2021.

Role of the Private Security Authority within the Justice and Equality Sector

- 2.1 In developing the objectives of the Agreement, the Department had particular regard to the PSA's organisational priorities. These are to ensure the continuing phased licensing of the remaining sectors prescribed in the Private Security Services Act 2004 (as amended) which are not yet licensed, the monitoring of compliance with regulatory requirements and the improvement of standards within the industry.
- 2.2 Regulation of the private security industry is standards based and this approach provides protection and reassurance to the public who are the end user of these services and also provides structure and protection to those who provide a quality service in accordance with standards which cater for the interests of both employers and employees in the various sectors which make up the private security industry.
- 2.3 The work of the PSA contributes to the Department's goals in relation to:
 - Maintaining a safe and secure Ireland
 - Working for safer communities
 - Establishing appropriate regulatory frameworks to protect individuals and organisations and as a basis for economic recovery and growth.

Corporate Governance

3.1 Roles and Responsibilities

Accounting Officer

The Private Security Authority falls under the Department of Justice and Equality's Vote (Vote 24) and as such the Department's Secretary General is the Accounting Officer. The Accounting Officer is responsible for safeguarding of public funds and property under his control, for the efficiency and economy of administration by his or her Department and for the regularity and propriety of all transactions in the Appropriation Account. Further external scrutiny and governance is provided through the submission and analysis of the Appropriation Accounts to the Comptroller and Auditor General and ultimately to the Oireachtas through the Public Accounts Committee.

The Board

The Private Security Services Act 2004 (as amended) makes provision for the appointment of a Chairperson and 10 members to the Board of the Authority. The Chairperson and all members are appointed by the Minister for Justice and Equality. Under Section 7 (2) (a) to (g) of the Act,

- at least one person must be a practising barrister or practising solicitor of not less than five years standing,
- two persons must be representatives of private security employers,
- two persons must be representatives of employees of such employers,
- one person not below the rank of Assistant Commissioner must be nominated by the Commissioner of An Garda Síochána,
- one person must be an officer of the Minister;
- one member of the staff of the Authority must be elected by secret ballot by the staff of the Authority and
- one person must be a representative of any other Government Minister, who, in the opinion of the Minister is directly concerned with, or responsible for, activities relevant to the functions of the Authority.

The current list of all Board members is as outlined below;

Name	Basis for Membership
Mr. Noel Lappin (Chairperson)	Discretionary non-defined member
Assistant Garda Commissioner John O'Driscoll	Representative from An Garda Síochána
Mr. Alan Durnan	Representative of employers in the private security industry
Mr Derek Smith	Representative of the Minister for Education and Skills
Mr. Christy Waters	Representative of employees in the Private Security Industry
Ms. Geraldine Kelly	Practising Solicitor in accordance with Section 7 2 (g) of the Private Security Services Act 2004 (as amended)
Ms Eilish McCormack	Elected Representative of the staff of the PSA
Mr. Padraic Cafferty	Representative of employers in the private security industry
Mr. Richard O'Farrell	Discretionary non-defined member
Mr. John Garry	Representative of the Minister for Justice and Equality
Mr. Sean Heading	Representative of employees in the Private Security Industry

In accordance with Part 2 Section 7 (7) of the Act the Minister is required to have regard to the extent to which each sex is represented in the membership of the Board and is required to ensure an appropriate balance is maintained.

Members of the Board act in accordance with the primary legislation, the Ethics in Public Office Acts, the PSA General Governance Guidelines (which are based on the Code of Practice for the Governance of State Bodies) and the Authority's Code of Business Conduct. The Board has also an Audit and Risk Committee which examines audit and risk related matters and reports back to the Board. In addition, the Authority is subject to annual audit by the Department's Internal Audit Unit and by the Office of the Comptroller and Auditor General.

Cognisance in particular will be taken of the (draft) Governance Standard for Justice and Equality Bodies to cover the requirements set out in the Standard. This will include the

completion of an annual assessment of the effectiveness of the Board and other such requirements.

The members of the Authority are collectively responsible for leading and directing the Authority's activities within a framework of prudent and effective control as set forth in the Code of Practice for the Governance of State Bodies 2016.

The term of office of the current Board is due to expire on 7 November 2021.

Chairperson of Authority

The Chairperson is responsible for leading and guiding the Authority in its task of setting the State body's strategic policies. The Chairperson works with the CEO to manage the Authority's agenda and provides direction to the Secretary to the Authority. The Chairperson will furnish a Comprehensive Report to the Minister for Justice & Equality ("the Minister"), in conjunction with the Authority's annual report and financial statements, outlining any significant commercial developments in the preceding year and affirming the PSA's compliance with relevant codes and regulations, in accordance with the Code of Practice for the Governance of State Bodies (2016), in particular addressing the requirements of paragraph 1.9 of the 'Business & Financial Reporting Requirements' Annex to the 2016 *Code of Practice for the Governance of State Bodies*.

Chief Executive Officer

The Chief Executive is appointed by the Minister in accordance with Section 10 (3) (a) of the Private Security Services Act 2004 (as amended) on the recommendation of the Public Appointments Service. In accordance with Section 10 of the Act the Chief Executive is responsible for managing and controlling the staff, administration and business of the Authority and performing such other functions as may be conferred on him or her under the Act or by the Authority. The Chief Executive also is responsible to the Authority for the performance of his or functions and the implementation of the Authority's functions.

As Accountable Officer, the CEO is accountable to the Committee of Public Accounts (PAC) and other Oireachtas Committees. The term of office of the current CEO is due to expire on 22 December, 2019.

3.2 Annual Self-Assessment Evaluation

The Authority should undertake an annual self-assessment evaluation of its own performance and that of its committees in accordance with the Code of Practice of the Governance of State Bodies. Guidance on how to conduct this evaluation can be found in the *Board Self-Assessment Evaluation Questionnaire* document which has been appended to the *Code of Practice for the Governance of State Bodies* (2016). An external evaluation of the Authority's performance should be carried out every three years.

3.3 Strategic Plan

Section 9 (1) of the Private Security Services Act 2004 provides that the Authority "*shall, as soon as practicable after its establishment and thereafter within 6 months before each third anniversary of its establishment, prepare and submit to the Minister, for approval by the Minister with or without amendment, a strategic plan for the ensuing 3-year period.*"

The Private Security Authority's Strategic Plan covering the period 2019 – 2021 was laid before both Houses of the Oireachtas on 30 November, 2018.

3.4 Draft Unaudited Financial Statements

Draft unaudited annual financial statements should be submitted to the Department not later than two months after the end of the relevant financial year, in accordance with the *Code of Practice for the Governance of State Bodies* (1.4 (ii) – 'Business and Financial Reporting' Annex).

3.5 Annual Report and Accounts

Section 16 (1) of the Private Security Services Act 2004 provides that the Authority "*shall, not later than 30 September in each year, make a report to the Minister on the performance of its functions and on its activities during the preceding year*" and Section 16(2) of the Act provides that the Minister "*shall cause copies of the report to be laid before each House of the Oireachtas.*"

The 2017 Annual Report of the Private Security Authority was submitted to the Minister in September 2018 and copies were laid before the Houses of the Oireachtas on 28th September, 2018.

3.6 Reporting Requirements – Annual Report

In accordance with Appendix A of the 'Business & Financial Reporting' Annex to the *Code of Practice for the Governance of State Bodies*, the Annual Report should include:

- i. A statement noting that this Oversight Agreement has been reached with the Department of Justice and Equality and, in particular, indicating the PSA's level of compliance with the requirements of the Code of Practice for the Governance of State Bodies.
- ii. A statement of how the board operates, including a high level statement of which types of decisions are to be taken by the Board and which are to be taken by management;
- iii. A statement of how the performance evaluation of the Board and its committees has been conducted;
- iv. Number of Board meetings and attendance level of each Board member;
- v. Names of Chairperson, the CEO and members of the Authority and its committees;
- vi. Confirmation that an appropriate assessment of PSA's principal risks, has been carried out, including a description of these risks, where appropriate and associated mitigation measures or strategies.
- vii. Confirmation that the PSA is adhering to the relevant aspects of the *Public Spending Code*;
- viii. Confirmation that the PSA has complied with its obligations under tax law; and
- ix. A statement on the system of internal controls in the PSA, addressing each of the items listed in Appendix D of the 'Business and Financial Reporting' annex to the *Code of Practice for the Governance of State Bodies*.

3.7 Reporting Requirements – Financial Statements

In accordance with Appendix B of the 'Business & Financial Reporting' Annex to the *Code of Practice for the Governance of State Bodies*, the Financial Statements should include:

- i. Details of non-salary related fees paid in respect of Board members and the salary of CEO;
- ii. Aggregate pay bill, total number of employees and compensation of key management level;
- iii. Total Costs incurred in relation to travel and subsistence and hospitality;
- iv. Details of expenditure on external consultancy/adviser fees;
- v. Details of the number of employees whose total employee benefits for the reporting period fell within each band of €25,000 from €50,000 upwards;
- vi. Details of termination/severance payments and agreements with a value in excess of €10,000, made within the period.

3.8 Internal Audit

As the PSA falls under the Justice Vote (Vote 24), the Department's Internal Audit Unit, subject to resources, supports the Authority in order to provide oversight, ensuring that the interests of Government and other stakeholders are protected in relation to business and financial reporting and internal control.

3.9 Audit and Risk Committee

The PSA Board's Audit and Risk Committee shall consist of at least three independent, non-executive Authority members, with written terms of reference which clearly outline the committee's authority and duties. The role of the Committee is to ensure that the interests of Government and other stakeholders are fully protected in relation to business and financial reporting and internal control.

3.10 Protected Disclosures

In accordance with Section 21(1) of the Protected Disclosures Act 2014, the Authority will establish and maintain appropriate Protected Disclosures Procedures for the making of protected disclosures by workers who are or were employed by the Authority, and for dealing with such disclosures.

As the Chief Executive Officer is a prescribed person under SI No 339 of 2014 for recipient of disclosures, the Authority should ensure that staff treat any correspondence submitted as a Protected Disclosure with increased awareness of confidentiality.

3.11 Customer Charter

The PSA should have a customer charter setting out the level of service a customer can expect. The charter should be displayed prominently on the Authority's website and should be supported by a customer action plan. Guidance on each of these documents can be found on www.per.gov.ie.

3.12 Governance Obligations

As a statutory agency operating under the aegis of the Minister, the PSA is subject to a range of statutory and corporate governance obligations including the 2016 *Code of Practice for the Governance of State Bodies*. The PSA will ensure that all the necessary obligations, including those for risk management, internal audit and the Public Spending Code are fully complied with.

3.13 Chairperson's Comprehensive Report to the Minister

To confirm compliance (or otherwise) with key provisions of the Code of Practice and the Governance Standard for Justice and Equality Sector Bodies, the Chairperson of the Board will complete, on an annual basis, a Comprehensive Report to the Minister in order to provide assurance to the Department that the systems of internal control, risk management and other areas of compliance are operating effectively. This report will address all of the requirements of paragraph 1.9 of the '*Business & Financial Reporting Requirements*' Annex to the *Code of Practice for the Governance of State Bodies*.

3.14 Provision of Information to Members of the Oireachtas

In accordance with D/PER Circular25/2016 - *Protocol for the Provision of Information to Members of the Oireachtas by State Bodies under the aegis of Government Departments/Offices*, the PSA is obliged to:

- i. Provide and maintain a dedicated email address for Oireachtas members- Oireachtas@psa.gov.ie.
- ii. Put in place formal feedback processes appropriate to the level of queries received to obtain feedback from Oireachtas members.
- iii. Comply with target deadlines and standards in terms of acknowledgements and responses to queries.
- iv. Designate a person at senior management level within the Authority with responsibility for ensuring the timely provision of information to members of the Oireachtas.
- v. Report annually (in the Chairperson's comprehensive report to the Minister) on compliance with standards set out in Circular 25/2016.
- vi. Seek, where appropriate, to publish the response to queries from members of the Oireachtas on the PSA's website.

3.15 Governance Obligations

Governance obligations will also be reviewed as part of the overall monitoring process of this Oversight Agreement itself.

3.16 Comply or Explain

Having regard to the size of the Authority, and the fact that it falls under the Department of Justice and Equality Vote (Vote 24), it has been agreed that, rather than establishing its own

Internal Audit Unit, the Authority will, subject to resources, be supported by the Department's Internal Audit Unit.

3.17 Public Sector Equality and Human Rights Duty

Section 42 of the Irish Human Rights and Equality Commission Act 2014 establishes a positive duty on public bodies to have regard to the need to eliminate discrimination, promote equality and protect the human rights of staff and persons to whom services are provided. In particular, the Private Security Authority will have regard to its obligations under section 42 of the Act to:

- Assess and identify human rights and equality issues relevant to its functions, particularly when preparing its Strategic Plan 2022 – 2024;
- Identify the policies and practices that are in place/ will be put in place to address these issues; and
- Report on developments in that regard in its Annual Report.

Part II - Performance Delivery Agreement

Objectives of the Agreement¹

4.1 Objectives

The purpose of this agreement is to formalise a process through which the outputs and outcomes required from the PSA can be measured and assessed. Equally, the agreement will set out the expectations of the PSA in relation to the support, guidance and information flow from the Department of Justice and Equality (“the Department”), which are vital in enabling the PSA to achieve its strategic and operational goals. To achieve this, it is necessary to set out the following:

- The Department’s expectations of the PSA;
- The key inputs, outputs and expected outcomes of the Authority’s activities;
- Assessment of performance by monitoring of agreed targets, around those key outputs, inputs and outcomes;
- Support of the PSA by the Department in the delivery of its functions as set out in the Private Security Services Act 2004 (as amended).

This Performance Agreement records an agreed level of service and performance for 2019 between the Department of Justice and Equality and the Private Security Authority (PSA). It sets out the PSA’s key targets for 2019 and defines the output and outcome indicators on which performance should be measured.

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

The Agreement will support the PSA’s Strategic Plan 2019 – 2021 when completed, *in* achieving its high level goals.

¹ Appendix E to the Code of Practice for the Governance of State Bodies sets out the expected format and detail to be included in the Performance Delivery Agreements.

Commitments

5.1 Mutual Commitments

- Both parties commit to proactive and timely communications, cooperation, and information sharing on service delivery.
- Both parties support the effective achievement of agreed targets, as well as the promotion of partnership, responsiveness and mutual cooperation in their ongoing interactions.
- Both parties agree to consult and to keep each other fully apprised on all matters of mutual relevance;
- Both parties agree on the effective realisation of this agreement and the agreed targets that will come about.

The annual budgetary provision for the PSA will form part of the estimates for the Justice and Equality Vote (Vote 24) and the requirements of the PSA will be considered in that context.

5.2 Department of Justice and Equality Commitments

The Department will provide the following supports to the PSA to enable it deliver on its objectives:

- Liaise with the Department of Public Expenditure and Reform to ensure as far as possible, timely sanction for expenditure and staffing in line with Public Financial Procedures and Public Service Numbers policy;
- Provide updates on Public Financial Procedures and Civil Service HR Policy Guidelines;
- Provide a Human Resource Management service including, but not limited to, recruitment, employee relations, workforce development and performance management;
- Provide guidance on Government Accounting and Governance;
- Provide financial services (e.g. invoice payment and accounting services) through the Department's Financial Shared Services;
- Provide internal audit services to the Authority. The audit work will be agreed between the Chair of the Finance, Audit and Risk Committee, the CEO and the Head of Internal Audit in the Department of Justice and Equality. The Audit Unit will, subject to resources, carry out the audits within an agreed timeframe.

- Provide a networking and information service to the Authority, to ensure that staff of the Authority, who are civil servants attached to the Department of Justice and Equality, are kept fully informed of developments, career opportunities, staffing changes and policies in the parent Department;
- Inform and involve the PSA in any activities related to the role that the PSA plays or may be required to play within the Department;
- Work with the PSA in the regular reporting processes under the Public Sector Reform and Civil Service Renewal Programmes;
- Subject to budgetary constraints and any necessary sanctions and approvals for expenditure, provide the necessary ICT expertise and resources to support the effective functioning of the Authority. During 2019, the Department is committed to delivering the following ICT projects;
 - Delivery of a new website,
 - Completion of development upgrade to the Contractor database and online renewal system,
 - Delivery of IPADs for Board members to ensure secure transfer of Board papers.
- Provide monthly financial reports, processing of mobile phone bills, asset tracking and general financial advice via the Department's Financial Management Unit (FMU);
- Ensure that the State Boards process is initiated at an early stage (when vacancies arise or are anticipated or in advance of any date on which the Board's four-year term of office is due to expire).

5.3 Energy and Environmental Commitments

The Authority will fulfil statutory and other obligations in relation to environmental and energy issues, as follows;

1. In accordance with requirements set out in the Department of Communications, Climate Action and the Environment's [Public Sector Energy Efficiency Strategy 2017](#) Private Security Authority will appoint an Energy Performance Officer, who will have responsibility for the delivery of the following actions and targets:
 - a) Striving to achieve the statutory target of a 33% reduction in energy use by 31st December, 2020, in accordance with S.I. 426 of 2014 (European Union (Energy Efficiency) Regulations).
 - b) Accurately reporting energy use, annually, to the Sustainable Energy Authority of Ireland (SEAI), in advance of their deadline.
 - c) Publishing progress (or lack thereof) achieved on energy reduction in the annual report.

2. Eliminating the use of single-use plastics from the organisation, in accordance with the Government Decision of 3 January 2019.
3. Participating in Justice-sector and wider public sector initiatives in relation to energy and environmental issues.

Inputs

6.1 Financial Inputs

The following table summarises budget allocation and outcome for 2019.

Expenditure	2019 Budget Allocation
Pay	€2,223,000
Non-Pay	€1,035,000
Total	€3,258,000

6.2 Staffing Resources

Grade	Staffing Level end December 2018
CEO	1
Assistant Principal Officer	4
Higher Executive Officer	6
Administrative Officer	0
Executive Officer	13 (Including 4 Inspectors)
Clerical Officer	21 (Including 1 Temp CO)
Services Officer	1
Total	46

FTE of 42.1

Note: Two additional Higher Executive Officers, one additional Executive Officer and one additional Clerical Officer were assigned to the Private Security Authority during 2018.

Outputs /Targets

The following key performance indicators (in relation to the processing of licence applications, renewals and inspections, will form part of the PSA's Business Plan in 2019:

- 90% of first time applications to be processed within 35 days
- 90% of renewal applications to be processed within 14 days
- Complete 300 inspections in 2019.

The following section sets out the Key Performance Indicators which will be used to assess the PSA's progress towards achieving its key mandate and core function as the regulatory body with responsibility for regulating and licensing the private security industry in the State in accordance with the provisions of the Private Security Services Act 2004 (as amended).

The PSA has been set a Key Performance Indicator regarding an Appropriation in Aid target of €2,564,000 for 2019.

The PSA has identified four key strategic objectives in its Strategy Statement which are the focus of its current work programme;

1. Announce critical date for the licensing of individuals working in the Event Security sector.
2. Develop a standard for the licensing of Supplier and Installer of Safes contractors.
3. Publish new standards for Access Control and Powered Gates.
4. Evaluate the public perception of our industry and regulation.

*Strategic Objective 1 - **Announce** critical date for the licensing of individuals working in the Event Security sector (Estimated Cost of Delivery – from existing resources)*

Goals	Actions	KPIs	Target
Introduce the licensing of individuals working in the Event Security sector.	1. Introduce new vetting regulations.	Vetting requirements agreed with Department and AGS.	Q1 2019
	2. Circulate draft licensing regulations.	Draft regulations approved by Board and agreed with Department	Q2 2019
	3. Announce Critical date for licensing.	Publish licensing requirements and timeframe for licensing	Q3 2019

Strategic Objective 2- Develop a standard for the licensing of Supplier and Installer of Safes contractors. (Estimated Cost of Delivery - from existing resources)

Goals	Actions	KPIs	Target
Publish a standard for the licensing of contractors operating as Suppliers and Installers of Safes	1. Consult with stakeholders on licensing requirements.	Establish a working group to develop the standard.	Q1 2019
	2. Undertake a public consultation on the draft standard.	Publish standard following public consultation.	Q3 2019
	3. Present Board with proposals for licensing the sector.	Board agree on licensing proposals and timeframe.	Q3 2019

Strategic Objective 3- Publish new standards for Access Control and Powered Gates.
(Estimated Cost of Delivery - from existing resources)

Goals	Actions	KPIs	Target
Introduce two new standards for the Access Control sector; <ul style="list-style-type: none"> Access Control Standard Powered Gates Standard 	1. Complete Access Control public consultation.	Publish Access Control Standard	Q2 2019
	2. Develop standard for powered gates.	Working group to develop draft requirements	Q2 2019
	3. Undertake public consultation on powered gates standard.	Publish standard following public consultation.	Q3 2019

Strategic Objective 4- Evaluate the public perception of our industry and regulation.
(Estimated Cost of Delivery - from existing resources)

Goals	Actions	KPIs	Target
To understand the public perception of the security industry and regulation.	1. Undertake an independent survey of the public and consumers.	Publish a report on the survey findings	Q2 2019

Potential Risk Factors

The licensed private security industry continues to expand and play an important role in our society. Employing over 30,000 people with turnover of €700 million, every day the industry is responsible for the protection of billions of Euros of assets and the security of millions of our citizens. The industry is a diverse one ranging from large multinationals employing thousands of people in the guarding sector to small one man operators in the electronic security sector. The potential risks for a regulator are many and not always predictable.

The PSA operates a formal Risk Management policy and maintains a Risk Register and, in accordance with the Department of Public Expenditure and Reform 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, and which the Authority believes could cause reputational damage to the Authority, the Department and the regulatory environment, at the time of writing are:

- Major incident in the security industry in a sector not yet regulated or in a regulated sector where regulatory oversight has been insufficient or ineffective.
- Lack of expertise in the technical, financial and investigative areas to support the Authority in its regulatory role.
- Standards and training not been reviewed and enhanced to take account of changing environment in which the industry operates.
- Industry perception that compliance regime is not robust.

The Authority produces a business risk register which is considered at each Board meeting. The register is kept under constant review and underpinned by a Risk Action Plan which identifies the mitigating actions necessary. The Action Plan is reviewed by the Audit and Risk Committee of the Board.

Flexibility and Amendment of Targets

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

Monitoring Arrangements

In accordance with the Department's draft *Governance Standard for Justice and Equality Sector Bodies*, the Chief Executive of the PSA and the Assistant Secretary in his capacity as Senior Responsible Officer for the PSA, will hold at least two Accountability and Performance meetings per year or more frequently if required by the Department, to provide an update on developments and achievement of targets as set out in this Agreement. Relevant outcomes will be communicated to the Department's Governance Unit as required.

The Private Security Authority undertakes to return:

- (a) relevant and appropriately detailed performance information to allow for monitoring of this agreement and to enable the Department fulfill its functions in terms of oversight of the PSA ;
- (b) relevant and appropriately detailed performance information for inclusion in the Revised Estimates for Public Services volume;
- (c) performance information in line with the set of such indicators, and in keeping with the timeframe, agreed with the Department of Justice and Equality.

As part of its overall review of governance structures and having specific regard to the draft *Governance Standard for Justice and Equality Bodies*, the Department will further review these proposed arrangements during 2019.


Duration and Signatories to the Agreement

Paul Scallan, CEO, Private Security Authority and Ben Ryan, Assistant Secretary of the Department of Justice and Equality in his capacity as Senior Responsible Officer for the PSA agree that the arrangements as set out in this Performance Agreement will apply with effect from the date signed hereunder until 31st December 2019.



Paul Scallan
Chief Executive
Private Security Authority

Date: 23rd day of April, 2019



Ben Ryan
Assistant Secretary
Department of Justice and Equality

Date: 23rd day of April, 2019

Appendix 1- ICT Service Level Agreement



AN ROINN DLÍ AGUS CIRT AGUS COMHIONANNAIS
DEPARTMENT OF JUSTICE AND EQUALITY



An tÚdarás Slándála Príobháidí
The Private Security Authority

SPECIFICATION OF SERVICE FOR THE PROVISION OF ICT SERVICES TO PRIVATE SECURITY AUTHORITY

May 2017

SPECIFICATION OF SERVICE FOR THE PROVISION OF ICT SERVICES

This document outlines the provision of ICT services by the ICT Division, Department of Justice and Equality (DJE) to the Private Security Authority (PSA). It also includes a Service Level Agreement (SLA) which sets out the agreed requirements of the Private Security Authority and the agreed level of performance. This agreement is for a period of three years and will be reviewed at the end of that period.

For clarity this specification sets out the following:

- What systems the PSA are receiving from ICT;
- What services have been put in place by ICT (or ICT's supplier of the service) to support the systems the PSA are receiving from ICT;
- What reviews are in place to assess the quality of the services being provided;
- What reports the PSA will receive from ICT; and
- Information about costs.

This SLA does not cover the development of new ICT systems – it only refers to the agreed requirements and level of performance that should exist in relation to completed and in production systems.

The SLA deals with the areas outlined above under the following headings:

1. Network access applications, printing, telephony and deskside support
2. Managed Print Service
3. IPtelephony services
4. Wide area network
5. Website - hosting and support; and content and support
6. Review and reporting
7. Costs

1. Network Access, Applications, Managed Print Service, IP Telephony and Deskside Support

The ICT Division will provide, maintain and have responsibility for the following services:

a) Networks -

- (i) All data and telephony communications within the PSA building.
- (ii) Internet access and access to the DJE Data Centre.
- (iii) Telephony access to the external networks.

b) Citrix and Portal Access,

- (i) Access to the Standard desktop suite of programs.

c) Server Support,

- (i) Support of the technical infrastructure that delivers PSA applications.

- d) Managed Print Service,
 - (i) Management of the MPS contract with Bryan S Ryan.
- e) IP Telephony
 - (i) Joint support of the IP telephony system with the Irish Prison Service (IPS).
- f) Helpdesk Assistance ,
 - (i) Help desk availability for queries and problem tracking.
- g) Shared and Home Drive access.
 - (i) User data and document storage and management.
- h) Deskside support
 - (i) Technical engineering support of Desktop infrastructure including phones.

1.1. Service Level Targets for IP Telephony and the ICT suite:

Network Availability	99.5% 8.00 to 19.00 Monday to Friday
Availability of the Desktop Services	99.5% 8.00 to 19.00 Monday to Friday
Availability of Lotus Notes Applications	99.5% 8.00 to 19.00 Monday to Friday
Availability of Network Printing	99.5% 8.00 to 19.00 Monday to Friday
Availability of Telephony	99.5% 8.00 to 19.99 Monday to Friday

In the event of any issues with the service being delivered, the following support mechanisms are available to all users.

1.2. First Level Support (Delivered by Helpdesk Team) All requests for support **must** be directed to the Helpdesk Team at first instance. Staff will be available during the following hours:

Monday to Friday	8.00am to 9.00pm
Saturday/Sunday (No Bank Holiday cover)	9.00am to 1.00pm
Phone	01 602 8888
eMail	helpdesk@iustice.ie
Online Helpdesk (link available from the DJE Portal)	Available to log tickets 24x7. Incidents/Requests will be actioned

Service Desk SLAs contained in the Department's contract with the Managed ICT Service Provider will apply to the PSA. These include *(not an exhaustive list)*:

1.2. (a) Response Times:

Service	How to initiate	Service	Minimum Response Target
Network down, Client Desktop down, server down.	Contact Helpdesk	99%	Immediate response, Resolution within 8 hours.
Problem affecting whole business area, some functionality lost.	Contact Helpdesk	99%	1 hour response. Next working day fix.
Problem affecting whole business area, all functionality lost.	Contact Helpdesk	99%	1 hour response. 8 hour fix.
Single user has lost some functionality.	Contact Helpdesk	99%	3 hour response, replacement of equipment with standard desktop within 3 working days.
Single user has lost all functionality.	Contact Helpdesk	99%	1 hour response, replacement of equipment with standard desktop next working day.

N.B. Response time may be affected if 3rd Party intervention required to resolve.

1.2.(b) Notification of maintenance work

In order to assist the PSA planning, ICT Division will give pre-notification of maintenance work that is scheduled, with a minimum of at least 2 days.

1.2.(c) Second Level Support (e.g. Citrix Team, Application Development Team)

The Helpdesk Team will seek to resolve all issues at first instance. However, where necessary, the matter will be passed for second level support and resolved as quickly as possible. Where second level support is required outside of normal working hours, issues will be addressed on the next working day.

Responsibility for Second Level Support of IP Telephony shall be shared between the Department and the IPS. Where second level support is required outside of normal working hours, issues will be addressed on the next working day.

1.2.(d) Deskside Support

All requests for assistance must be directed to the Helpdesk at first instance. Deskside support will be provided as soon as possible having regard to the urgency, business needs and demand on Deskside Resources.

1.2.(e) Incident/Request Progression

Progression from first level support and beyond is carried out by the Helpdesk Team without reference to the initiator of the incident. Progression is triggered for a number of reasons: firstly, if the service desk recognise that the issue is serious and that they cannot resolve it themselves, secondly, if they feel that the resolution is not going to be completed within the timeframes listed above.

Progress can be reviewed via the Online Helpdesk.-

1.2.(f) Customer Escalation

In the event a customer feels that they need to escalate an issue directly for whatever reason they can do so to the Customer Service Manager.

DJE IT Customer Service Manager - See Appendix 1 for details

Incidents and requests that may affect the SLA targets are also flagged to the Customer Service Manager and/or his/her team.

All major problems that impact on complete business units or on the complete shared service community are escalated to the Head of ICT (**See Appendix 1 for details**).

2. Managed Print Services

2.1. A Managed Print solution is deployed across our Shared ICT Service. This solution is provided, and supported, by Bryan S Ryan. Support at first instance should be sought from the Bryan S Ryan Helpdesk, quoting the relevant Device Reference Number (e.g. MP 900001).

Email: service@bryansryan.ie

Phone: 01 413 1880

Minimum MPS Support Service Level:

Call Priority	Description	Time to Respond	Time to Resolution
High	Specific identified units not functioning or issue with High Priority unit	1 hour	4 hours
Medium	Unit not functioning	4 hours	1 day
Low	Minor issue with, for example, print quality	Next business day	2 days

Where the service provided by Bryan S Ryan is considered unsatisfactory, matters may be escalated to the DJE ICT Customer Service Manager (**as in Section 1.2(f)**).

3. IP Telephony Services

3.1. The IP telephony service is the provision of all voice communications within the PSA building and also the provision of all carrier voice services external to the PSA. The infrastructure used to underpin this service has been designed with multiple paths and an appropriate amount of resilience and redundancy to mitigate the risks of service disruption being caused by the failure of any single component in the network.

3.1.(a) Target Availability for Telephony Services and Response Times:

Telephone Availability 99.5% 8.00 to 20.00 Monday to Saturday	99.5% 8.00 to 16.00 Sunday/Bank Holiday
Single User, some functionality lost – Response time	99% response in 4 Hours
Single User, some functionality lost – Resolution time	90% Resolution in 3 Working Days 100% Resolution in 5 Working Days
Problem affecting whole team, some functionality lost - Response time	99% Response in 30 minutes
Problem affecting whole team, some functionality lost – Resolution time	90% Resolution in 8 Hours 100% Resolution in 16 Hours
Problem affecting whole team or Single User, all functionality lost – Response time	99% Response in 1 Hour
Problem affecting whole team or Single User, all functionality lost – Resolution time	90% Resolution in 1 Working Day 100% Resolution in 2 Working Days

3.1.(b) Support of IP Telephony

First level support will be provided as in Section 1.2 above. Responsibility for Second Level Support shall be shared between the Department and the Irish Prison Service (IPS). Where second level support is required outside of normal working hours, issues will be addressed on the next working day.

Upon logging a call with the Helpdesk the issue will be assessed and resolved or, if they cannot resolve, escalated to level 2 support.

Escalation of Service-impacting incidents will be managed by the Helpdesk and the Service Delivery Manager and will follow the same basic principles as outlined above for the data services.

3.1.(c) Customer Escalation

As in Section 1.2(f)

4. Wide Area Network

4.1. The ICT Division has responsibility for the PSA connectivity to the Wide Area Network. In the event of failure of the primary link, connectivity will be supplied through a secondary link and there should not be a noticeable drop in service to the PSA.

5. Website

5.1. Website Hosting and Support

The Local Government Management Agency (LGMA) provides hosting and monitoring of the PSA Website www.psa.gov.ie. Access to the website hosting server is monitored 24 Hours a Day, 365 Days per year and the LGMA will address issues arising. An On-Call Facility is available for out of hours support. Support interventions in response to on-call alerts are generally remote. In the event of an issue with a website LGMA will notify ICT Division who may in exceptional circumstances suspend the site temporarily until the issue is resolved. Such information will be passed to the following personnel in the PSA in a timely fashion:

- **See Appendix 1 for details**

Any queries relating to content or access to the site should, at first instance, be addressed to the ICT Helpdesk. Support is available as at 1.2 above.

LGMA Contact

Outside of these hours (including 01 633 2207 bank/public holidays)	01 633 2207
eMail	NOC@LGMA.ie

5.2. Website Content and Support

Issues arising in relation to the content of the site should be addressed to ICT Division in the Department. Support will be provided between **9.15am and 5.45pm Monday to Friday** (excluding holidays). Requests for support to be addressed to the Development Manager.

Development Manager - See Appendix 1 for details

Escalation to DJE ICT Customer Service Manager – see Appendix 1 for details

6. Review and Reporting

ICT Division will meet with the PSA on a twice yearly basis to review Service Provision.

At that meeting, ICT Division will present a review of, and report on,

- Service Levels Attained
- Incidents arising during the six-month period preceding.
- Calls volumes handled by Help Desks
- Outstanding Issues
- In flight Projects

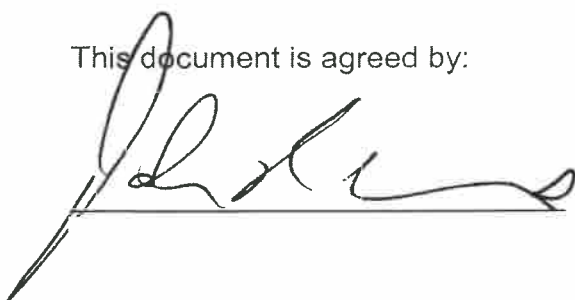
The SLA Review will also be the forum for ICT Division to advise the PSA of planned changes and for the PSA to advise ICT Division of any Business Plans or needs that might impact on the IT Environment.

ICT Division will provide timely reporting on major or exceptional incidents arising.

7. Costs

Under present arrangements, the cost of ICT Service Delivery to the PSA is not cross-charged. However, any requirements for PSA-specific project work will be reviewed, agreed and cross-charged

This document is agreed by:

A handwritten signature in dark ink, appearing to be 'John Kennedy', written over a horizontal line.

John Kennedy,
Head of IT, Department of Justice and Law Reform

Date: 31/5/2017

A handwritten signature in dark ink, appearing to be 'Paul Scallan', written over a horizontal line.

Paul Scallan
Chief Executive Officer of the Private Security Authority

Date: 31/5/2017

Appendix 1 (May 2017)

List of personnel referenced in the SLA document. This Appendix will be amended to reflect changes in personnel during the lifetime of the SLA

Grace Grant	Head of Corporate Affairs & Training	PSA
Email: gxgrant@psa.gov.ie		
Phone: (062)32603 /IP: 622603		
Pat Gooley	Manager, Corporate Affairs	PSA
Email: PGooley@psa.gov.ie		
Phone: (062)32620 / IP: 622620/(087)132 0976		
John Kennedy	Head of ICT	DJE
Email: JPKennedv@justice.ie		
Phone: (01) 602 8830 / IP: 608830 / (086) 243 5903		
Feargal MacSuibhne	Customer Service Manager	DJE
Email: fmmacsuibhne@justice.ie		
Phone: (01) 602 8875 / IP: 608875 / (087) 202 9939		
Paula Kavanagh	Development Manager	DJE
Email: pekavanagh@justice.ie		
Phone: (01) 602 8843 / IP: 608843 / (087) 229 0433		
Gabriel Conway	Service Delivery Manager	Capita
Email: GabrielXConway@justice.ie		
Phone: (01) 602 8868 / IP: 608868		

Contacts for Website Hosting Notifications:

- Grace Grant
- Pat Gooley

