



An Roinn Dlí agus Cirt,
Gnóthaí Baile agus Imirce
Department of Justice,
Home Affairs and Migration



PCSA

Údarás Póilíneachta
& Sébhaitteachta Pobail
Policing & Community
Safety Authority

Department of Justice, Home Affairs and Migration

Policing and Community Safety Authority

Performance Delivery Agreement 2025

1. Purpose and Context

The purpose of this Agreement is to define, in the context of the resources provided, the targets by which the performance of the Policing and Community Safety Authority (PCSA) will be measured at year end 2025. The ongoing support that the Department of Justice, Home Affairs and Migration will provide to the PCSA 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.

2. Inputs

2.1. Financial Inputs

The PCSA's budget allocation for 2025 is as follows:

- Pay € 4,320,000
- Non-Pay €1,964,000
- Total € 6,284,000

2.2. Staffing Resources

The following shows the Authority's sanctioned and actual staffing levels as at 28/11/2025:

Grade	Authorised	Actual
Chief Executive	1	1
Principal Officer	6	6
Assistant Principal Officer	13	12
Higher Executive Officer/ Administrative Officer	15	15
Executive Officer	15	12
Clerical Officer	9	8

Grade	Authorised	Actual
Total	59	54

3. Performance Targets

Sections 3.1 and 3.2 below set out the principal targets that will be referenced in 2025 to assess the Authority's efficiency and productivity in using the resources allocated to it. These targets variously relate to the strategic themes set out in the Authority's Strategy Statement 2022-25, as follows:

3.1. Quantitative targets

Output area or initiative	2025 Target
Meetings of the Authority with the Garda Commissioner:	
• in private	4
• in public	4
Performance assessment reports	2
Post-implementation reviews	2

3.2. Other targets

Output area or initiative	Target	Associated Strategic Objective
One meeting of the Authority held outside Dublin to facilitate engagement with local communities on the topic of local policing performance and promote	Authority meeting to be held in Wexford during November. Policing Performance is discussed in public in a community setting with the Commissioner, based on an agenda focussed on key areas of concern for the local community.	Assess the effectiveness of the policing service provided to communities.

Output area or initiative	Target	Associated Strategic Objective
awareness of policing matters	<p>Enabled by:</p> <ul style="list-style-type: none"> - the provision of material concerning policing in the identified Division following Executive engagement with AGS units/personnel and with community organisations/groups, and - the facilitation of meetings between Authority members and both community stakeholders and local Garda personnel. 	
Determine Policing Priorities 2026-2028, in line with the PSCS Act 2024	<p>Policing Priorities to be determined and submitted to the Minister and approved.</p> <p>They are informed by:</p> <ul style="list-style-type: none"> - large scale public and stakeholder consultation; - engagement with AGS personnel across a range of ranks/grades, as appropriate; - desk-based research and horizon scanning in Ireland and other comparable jurisdictions; - human rights considerations and obligations; and, - the statutory requirements, as per the Act, to engage with the Commissioner and National Director for Community Safety and 	Statutory role is fulfilled in respect of Performance Framework

Output area or initiative	Target	Associated Strategic Objective
	have regard to the Policing Principles.	
Provide Authority views on AGS Strategic Plan (2026-2028) and Annual Service Plan (2026), in line with the PSCS Act 2024.	<p>Provide views on -</p> <ul style="list-style-type: none"> AGS Strategic Plan 2026-2028 adequately aligns with the Policing Priorities 2026-2028 and reflects the views of the Authority provided in line with sections 63(5)(b) and 122(2)(p) of the PSCS Act. AGS Annual Service Plan 2026 adequately aligns with the Policing Priorities 2026-2028 and reflects the views of the Authority provided in line with sections 65(4)(b) and 122(2)(q) of the PSCS Act. 	Statutory role is fulfilled in respect of Performance Framework
Undertake oversight activity to enable the Authority to assess AGS performance against: the Policing Priorities 2022-2025; AGS Strategy Statement 2022-2025; Policing Plan 2025.	<ul style="list-style-type: none"> Develop and implement oversight plan, providing key areas of focus and methods of oversight (i.e. research, site visits, stakeholder engagement based on the business plan, risk, and available resources) and used to inform Authority agendas and decision making. 	Monitor and assess policing performance through primary and secondary oversight activity.

Output area or initiative	Target	Associated Strategic Objective
	<ul style="list-style-type: none"> Garda reporting and issues arising from engagement with AGS and stakeholders is monitored and examined with any issues arising escalated to the Authority through the monthly Executive reporting, CEO Report and/or to the Chair. Issues escalated are placed on the Authority agenda as appropriate. 	
Assess the Garda Síochána response to the Report of the Garda Inspectorate: Countering the Threat of Internal Corruption	<p>Organisational response to anti-corruption, including the implementation of recommendations from the GI 2020 Report, monitored and assessed through appropriate means including through oversight activity and a Post-Implementation Review based on risk and available resources.</p>	Monitor and assess policing performance through primary and secondary oversight activity.
Ensure the PCSA has robust relationships with new and existing stakeholders in the policing oversight landscape to enable effective joint working and delivery of the PCSA's statutory functions.	<p>Regular engagement occurs, and methods put in place to enable this engagement, with: the Office of the Police Ombudsman (Fiosrú), the National Office for Community Safety, prescribed Inspection Bodies, and the Department of Justice, Home Affairs and Migration.</p> <ul style="list-style-type: none"> Proactively contribute to the development of the National 	Maintain and Deepen Effective Relationships with oversight bodies in Ireland and abroad

Output area or initiative	Target	Associated Strategic Objective
	Strategy for Community Safety and actively engage in the Steering Group on Community Safety	

3.3. Green Energy/Environmental Metrics

Associated strategic objective	Metric	2025 target	2024 target	2024 outturn
<i>A high-performing, well-respected organisation (Green initiatives)</i>	Reduction in Energy-Related Greenhouse Gas Emissions	1951 KW/h	2,444 KW/h	24,688 KW/h
	Number of Sustainability Events held for Staff	1	0	0

3.4. 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
1. Risk of diminished oversight resulting from lack of co-operation or poor stakeholder management with AGS and the Garda Board	<ul style="list-style-type: none"> • Relationship building, being proactive, communicating priorities. • MOU in place. • Influencing, balancing collaboration with asserting power/ authority. • Utilising both the hard powers of the Act and the soft powers of influence and public meetings.
2. Risk that the PCSA is unable to recruit and retain quality staff and/or that internal structures and arrangements do not support and foster a positive, ethical organisational culture to harness the skills, knowledge and expertise to be a high performing team.	<ul style="list-style-type: none"> • Ethical leadership and management focus on culture with clarity of roles. • Effective PMDS, Strong recruitment and probation systems. • Working in a non-siloed matrix way. • Good internal communications, open door policy, approachable peers and managers, sustaining core values and ethos, agreed initiatives and focussed management / staff events.
3. Risk of reputational damage or loss of confidence in the PCSA due to Governance failures including data breach, information security lapse, loss of confidential / sensitive information, non-compliance with relevant obligations.	<ul style="list-style-type: none"> • Investing in systems and training. • Cybersecurity and Data Protection training. • Part of OGCIO with sector cyber security safeguards. • Maintaining an effective control environment and control culture with relevant policies and procedures implemented • Robust Internal and External Audit controls

Risk management and the documented risk register is a live process, which is assessed on a weekly basis, and the top risks are reviewed monthly by the Authority.

The Authority will provide the Department with its full risk register including all mitigations on a quarterly basis.

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 the other party with a view to agreeing any appropriate changes as soon as practicable.

5. Duration and signatories to the Agreement

Deirdre McDonnell, Assistant Secretary, Department of Justice, Home Affairs and Migration and Helen Hall, Chief Executive, the Policing and Community Safety Authority, affirm that this Agreement will be in effect until 31 December 2025.

Deirdre McDonnell



Deirdre McDonnell
Assistant Secretary
Department of Justice,
Home Affairs & Migration

Helen Hall
Chief Executive, PCSA

Date: 11 December 2025