



Údarás Rialála Seirbhísí Maoine
Property Services Regulatory Authority



An Roinn Dlí agus Cirt
Department of Justice

2025 Performance Delivery Agreement

between
the Property Services Regulatory Authority
and
the Department of Justice

Performance Delivery Agreement – PSRA 2025

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 2024 between the two parties.

This Performance Delivery Agreement shall be reviewed and updated annually¹ and will be utilised to formalise the process through which the outputs and outcomes required from the PSRA can be measured and assessed.

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 2025 and defines the output and outcome indicators on which performance should be measured. In addition it will also highlight any 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.

¹ At the time of signing, the commitment contained in the Programme for Government to transfer responsibility for ‘property services and estate agents’ from the Department of Justice to the Department of Housing, Local Government and Heritage (DHLGH) has yet to be implemented. Once that transfer has occurred, the DHLGH will assume responsibility for any review/update of the PDA and other such matters.

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The Agreement will support the PSRA’s Strategic Plan 2023 – 2026.

2. Inputs

2.1 Financial Inputs

The following table summarises the PSRA’s budget allocation for 2025.

Expenditure	2025 Budget Allocation
Pay	€2,794,000
Non-Pay	€1,194,000
Total	€3,988,000

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. Effective from 17 April, 2024, the annual licence fee of €1,100 is payable by Property Services Employers and an annual fee of €110 is payable by Employees.

Each year the licence fees generated by the Authority are paid to the Exchequer.

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.

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 2025	Staff Level 1st Jan 2025 (FTE)
CEO	1	1
Assistant Principal Officer	4	4
Higher Executive Officer	11	11
Administrative Officer	1	1
Executive Officer	12	11.8
Clerical Officer	9	8.1
Total	38	36.9

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Note that with the above staffing complement, the PSRA had 6 vacancies (as at 1st January 2025). Efforts are ongoing within the HR Division of the Department of Justice and the Public Appointments Service to fill existing vacancies.

The PSRA has an overall resourcing requirement of 44 staff as recommended by a workforce review.

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 2025

The following key performance indicators will form part of the PSRA's Performance Measurement in relation to the PSRA Business Plan for 2025:

Key Performance Indicator	Target
Processing of new licence applications where application meets all statutory requirements	3 weeks
Processing of licence renewal applications where application meets all statutory requirements	4 weeks
Compliance investigations conducted under the Property Services (Regulation) Act 2011	300
Compliance investigations conducted under the Criminal Justice (Money Laundering and Terrorist Financing) Act 2010	300
Complaints under investigation	60% of open cases at 1 January 2025 concluded or under active investigation at year end
Acknowledgement of complaints received	3 working days
Commercial Lease Compliance rate	75%
Registers updated	Weekly
Forum meetings	Twice yearly
Expected number of visits to the Residential Property Price Register	Over 1.5 million

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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 four key strategic goals in its Strategic Plan 2023 – 2026 which are the focus of its current work programme;

1. Operate a comprehensive and modern licensing system and effectively regulate the property services sector
2. Promote professional standards, specifying and enforcing qualification requirements, addressing unlicensed activity and operating an effective complaint and investigation process
3. Further establish our position within the sector, through effective engagement with stakeholders, broader brand awareness and providing comprehensive publicly available registers
4. Organise and resource the PSRA workforce, as well as its processes, technology, and systems, to efficiently meet the current and future needs of the organisation and the sector

In addition to the day-to-day operational activities of the PSRA, the PSRA has a number of strategic objectives on which it will focus in 2025 as set out below.

Strategic Goal 1 - Operate a comprehensive and modern licensing system and effectively regulate the property services sector

Key Objectives	Key Actions	KPIs	Target
Ensure Property Services (Regulation) Act 2011 is in compliance with the EU Services Directive	Engagement with Civil Legislation and the EU Commission	Regular engagement with Civil Legislation	Subject to completion of amending legislation by Minister
	Review and collaborate on draft recommendations/provisions with relevant parties	Recommendations agreed	

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	Communication with the sector and relevant parties	Communications Plan actioned	
Identify and implement changes to business processes as a result of the abovementioned amending legislation.	Testing of IT changes made and engagement with relevant parties as required	IT systems updated accordingly	Subject to completion of amending legislation by Minister
	Roll out of IT changes made to live environment	Review of internal licensing processes complete	
	Internal licensing processes updated as required		
Draft Regulations arising from the implementation of the amending legislation.	Engagement with Civil Governance/Civil Legislation as required	Regulations drafted	Subject to enactment of revised legislation
	Consultation with legal advisors as required	SI commenced	
	Communication with the sector and relevant parties on the implementation of Regulations	Relevant parties informed of implemented Regulations	
Commencement of Regulations as required.	Engagement with Civil Governance/Civil Legislation as required	SI drafted	Subject to enactment of revised legislation
	Licence fee will be kept under annual review	Consultation with relevant parties as required and any arising changes implemented	
	Consultation with legal advisors as required	Relevant parties informed of changes to take place	
	Review of draft SI as required		
	Commencement of SI as required		
	Communication to the sector as required		

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Review the 'established in the State' provision post Brexit having regard to the EU-UK Trade and Cooperation Agreement	Review/evaluate possible requirements to be imposed on non-established providers from UK	Engagement with Civil Legislation Function in developing practical application of proposed solution	Subject to Civil Legislation Function progressing the matter
	Draft Regulations/Amendment to the Act	Engagement with Civil legislation in developing practical application of proposed solution	
Maintain and improve an effective system of compliance audit investigations while continuing to adopt/implement a risk based approach to the selection of licensees	Inspectors to undertake compliance audit investigations	Availability of Inspectors to conduct compliance audit investigations	Q4
		Compliance audits reviewed for consistency by Audit Unit	
	Compliance audit investigations assigned using risk based matrix	Targeted compliance audit investigations undertaken	
	Carry out thematic audits on marts in 2025		

Strategic Goal 2- Promote professional standards, specifying and enforcing qualification requirements, addressing unlicensed activity and operating an effective complaint and investigation process

Key Objectives	Key Actions	KPIs	Target
Updated licensing qualification requirements identified.	Review of findings of draft report prepared on this subject	Receipt and agreement of final report	Q2
	Engagement with the author of the report and relevant parties		

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	Updated qualification requirements agreed	Qualification requirements identified	Q2/Q3
	Identification of appropriate timeline for implementation of updated qualification requirements	Implementation plan agreed	Q3
	Communication with property sector and educational bodies	Communications with sector	Q3
Manage complaints effectively	Maintain an efficient complaints management system	Number of complaints under investigation	Q4
		Number of complaints concluded	
		Appeals to the Property Services Appeal Board	
		Introduce new complaints form	
Identify unlicensed operators	Triage and carry out investigations of reports of unlicensed property services providers	Reports of unlicensed property services providers will be investigated without delay	Q4
	Undertake prosecutions of unlicensed property services providers	Number of prosecutions undertaken	
	Undertake injunctions of unlicensed property services providers	Number of injunctions undertaken	
	Continue to work with Licensing Section to improve internal engagement, aiding in the identification of unlicensed operators	Timely identification and investigation of former licensees	

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	Create an online form to report unlicensed trading	Ongoing engagement with IT to develop form and update database	Q4
Manage compensation fund process effectively	Provide Quarterly Claims Bordereau to underwriters	Effective liaison with underwriters	Quarterly
	Manage compensation fund claims effectively	Number of claims processed in relation to the compensation fund	Ongoing
	Notify An Garda Síochána of alleged criminal activity where claims on the fund are granted		As cases arise
	Manage Property Services Appeal Board submissions effectively and in a timely manner	Number of submissions	Ongoing
	Continuously review compensation fund insurance	Compensation fund insurance in place	Ongoing
	Annual Round table meeting with the Compensation Fund Advisory Committee to discuss priorities and operation		Q2/Q3
	Manage investment of the Compensation Fund		Investments continue to make gains
		Quarterly update of investments to Board	Quarterly
Ensure ongoing continued delivery of an effective CPD programme for Licensees	Regular engagement with course providers, to include quarterly meetings	Quarterly meetings held	Ongoing
	Identify and agree appropriate modules with providers	Modules agreed	

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	Approve all course content and furnish providers with accreditation forms	Course content approved	
	Communicate information in relation to PSRA CPD to licensees	Mailshot issued / reminder included in quarterly Newsletter/s	

Strategic Goal 3- Further establish our position within the sector, through effective engagement with stakeholders, broader brand awareness and providing comprehensive publicly available registers

Key Objectives	Key Actions	KPIs	Target
Establish a stakeholder group (Forum) for marts to address issues identified during compliance audit investigation and how best to address the mart sector	Issue invite to appropriate stakeholders to discuss the compliance audit processes for marts and how best to streamline it	Forum established	Q4
Migration of www.propertypriceregister.ie from Lotus Notes to a new platform, delivering improved functionality and user experience	Review and agree requirements for the new solution with DoJ IT	Requirements documented and signed off by Registers Unit	Subject to DOJ IT
	Development of the new solution and complete User Acceptance Testing	New website live	
Dissemination of PSRA logo to the sector	Communication with licensees		Q1
	Dissemination of logo		

Strategic Goal 4 - Organise and resource the PSRA workforce, as well as its processes, technology, and systems, to efficiently meet the current and future needs of the organisation and the sector

Key Objectives	Key Actions	KPIs	Target
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Develop an online messaging system	Project plan created	Project plan in place	Subject to completion of Project Management Office (PMO) process and IT availability
	Oversee project plan, engaging with relevant parties as required	Updates completed and rolled out to User Acceptance Testing (UAT) environment	
	Oversee testing process	Testing completed	
	Roll out in Live environment		
Explore opportunities for development of online complaint and unlicensed trading forms	Identify requirements	Requirements identified and agreed	Subject to completion of PMO process and IT availability
	Engage with IT in relation to requirements		
	Draft and submit project to PMO	Project plan in place	
	Project plan created		
	Oversee project plan, engaging with relevant parties as required	Updates completed and rolled out to User Acceptance Testing (UAT) environment	
	Oversee testing process	Testing completed	
Roll out in Live environment			
Review and address Data Protection audit findings	Review findings	Findings addressed appropriately	Q4
	Develop action plan to address findings		
	Engage with DOJ Data Protection Support and Compliance Unit		
Ensure adherence to governance and financial requirements	Governance and financial processes in place	Requirements met	Ongoing
	Review and address findings of relevant audits/evaluations		
	Address regulatory requirements in relation to governance and financial matters		

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	Report to the Board of the PSRA and its Committees and the Dept. of Justice as required		
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*** Review of Performance Measurement in 2025**

The Code of Practice for the Governance of State Bodies provides that the PDA set out quantitative metrics for measuring progress toward achieving High Level Goals and Objectives. Using SMART (specific, measurable, achievable, relevant and time bound) performance indicators adds significant value to analysing business activities and outputs and identifying new opportunities. It is acknowledged that the assessment and measurement of strategic outcomes is an important feature in the PDA, and this will be an area of emphasis for the Department and the PSRA to further develop. In line with the Code, as part of the standing governance meetings, a specific item to discuss performance measurement and PDAs, as necessary, will continue to form part of such meetings.

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 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:

- Risk to the protections inherent in licensing system due to unlicensed operators.
- Insolvency of the Compensation Fund.
- Under performance of investment of the Compensation Fund.
- Dependence of Authority on Department of Justice IM&T: non-implementation by Department of Justice IM&T of internal audit recommendations
- Unexpected expenditure arising from statutory role (for example Judicial Reviews and Legal Costs)
- Business continuity in light of current geo-political situation
- Inadequate internal processes in place to address requirements of amending legislation due to insufficient time provided for implementation of legislative changes.
- Unable to process licence applications from NI due to legislative gaps.
- Difficulties in accessing departmental support during the transition period, where responsibility for the PSRA transfers from the Department of Justice to the

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Department of Housing, Local Government and Heritage (per the Programme for Government 2025).

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 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 2025, and subject to the transfer of responsibility, until the Department of Housing, Local Government and Heritage agree a new PDA with the Authority. However, the general provisions of the agreement will continue to apply until such time as a subsequent Performance Delivery Agreement is agreed.



Maeve Hogan,
CEO,
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Date: 08/04/2025



Dr Stjohn O'Connor,
Director – Civil Governance,
Department of Justice

Date: 07/04/2025