An tÚdarás Rialála Seirbhísí Maoine
Property Services Regulatory Authority

STRATEGIC PLAN 2026 – 2029


To Let
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Contents

Property Services Regulatory Authority
Strategic Plan 2026 – 2029 Summary

Our Mission	Our mission is to safeguard the interests of the public by promoting high standards, trust, and integrity in the property services sector through effective licensing, supervision, and regulation.
Our Vision	A compliant, trusted property services sector which is regulated and upholds the highest standards in protecting the public.
Our Values	• Public Interest • Regulation • Integrity • Collaboration • Accountability

Strategic Goals

Goal 1	Goal 2	Goal 3	Goal 4
Strengthen Clarity, Collaboration and Understanding of the PSRA	Deliver a Modernised Regulatory Authority	Protect Consumers of Property Services	Enhance our Foundations and Empower Our Staff to Deliver
By 2029…			
Stakeholders will experience enhanced regulatory outcomes through deeper collaboration, unified messaging, greater clarity around roles and functions, and early identification of emerging risks and opportunities.	Consumers & Stakeholders will benefit from a modern, secure, and efficient infrastructure underpinned by robust governance, ensuring effective regulation and sustainable engagement with licensees and the public.	Consumers will continue to be protected through compliance, and a visibly proactive regulatory approach that holds property services providers to account.	Our organisational foundations will support a capable and motivated workforce, guided by robust governance and effective leadership, and grounded in a culture that upholds equality, human rights, sustainability, and our Public Sector Duty.

Foreword – Chair of the Board & CEO

It is with great pleasure that we introduce the Authority's fifth Strategic Plan. This plan covers the period from 1st September 2026 to 31st August 2029, and outlines the key goals and objectives that the Authority commits to achieving within this timeframe.

The Authority seeks to build upon the successful implementation of the 2023-2026 Strategic Plan and to consolidate and enhance the Authority's regulatory framework. During the 2023-2026 period the Authority experienced significant change, particularly as the oversight of our functions transferred from the Department of Justice, Home Affairs and Migration to the Department of Housing, Local Government and Heritage in August 2025. The move to the Department of Housing, Local Government and Heritage, aligns the Authority's regulatory activities more closely with the broader housing/ property policy landscape. We look forward to working with our new colleagues as we implement this plan for 2026 – 2029 and continue our mission to regulate the property services sector in the public interest.

In drafting this Plan the Authority engaged extensively with a broad range of stakeholders to ensure that the goals and objectives are reflective of the modern regulatory environment. The implementation of these goals and objectives during the lifetime of the Plan are in addition to the normal day-to-day operations of the Authority, and provide a clear direction for the Authority in continuing to fulfil its statutory remit. This is the core document from which the Authority's business planning, performance management and development will be drawn over the next three years.

The goals set out in this Plan focus on collaboration, modernisation and consumer protection. We will enhance the Authority's impact by fostering deeper collaboration and clearer communication with all stakeholders. Through this unified approach and a more transparent breakdown of our roles and functions, stakeholders will experience improved regulatory outcomes driven by the early identification of emerging risks and opportunities.

Our commitment is to deliver a modernised Regulatory Authority, to meet the current technological and operational demands of maintaining an effective regulatory regime.

By developing a secure, efficient, and digitally advanced framework, we will ensure that consumers and stakeholders benefit from robust regulation and sustainable, high-quality engagement with both licensees and the general public.

We aim to maintain rigorous oversight that prioritises the safety and interests of the public in every property transaction. Through a visibly proactive regulatory approach and strict compliance monitoring, we will ensure that property services providers are held to account and that professional standards remain a constant across the sector.

In order to deliver excellence, we will strengthen the internal organisational structures and leadership that best supports our staff and service users. By cultivating a capable and motivated workforce guided by effective governance, we will foster an internal culture grounded in equality, human rights, and sustainability, ensuring we fully meet our Public Sector Duty.

On behalf of the Authority, we wish to express our sincere appreciation to those across the property services sector who contributed to the development of this Plan and who helped to shape our vision for the future of the Authority. We look forward to our continued partnership throughout the implementation of this plan. We also wish to acknowledge the staff of the Authority, who continue to demonstrate an unwavering commitment to providing professional, high-quality service to the property services sector, even as operational demands continue to grow. This dedication will remain a primary driver for the Authority as we work to achieve the ambitious goals outlined in this Strategic Plan.

Michael Quinlan

Michael Quinlan
Chairperson

Maeve Hogan

Maeve Hogan
Chief Executive

1. Introduction and Overview

Background and Context

The Property Services Regulatory Authority (the Authority) was established on 3 April 2012, pursuant to the Property Services (Regulation) Act 2011 (the Act), and is the statutory body with responsibility for licensing and regulating the property services sector in Ireland.

This Act provides for the licensing of four categories of Property Services Providers namely:

- ### Auctioneers
  - **Persons engaged in the auction of property other than land (Licence Category A)**
- ### Estate Agents
  - **Persons engaged in the purchase or sale of land by whatever means (Licence Category B)**
- ### Letting Agents
  - **Persons engaged in the letting of land (Licence Category C)**
- ### Management Agents
  - **Persons engaged in the provision of property management services on behalf of Owner Management Companies (Licence Category D).**

We work to ensure that those licensed to provide property services meet the highest standards in service provision and that consumers are fully protected.

The key functions of the Authority include:

- **Operating a comprehensive licensing system covering all Property Services Providers**
- **Administering a system of investigation and adjudication of complaints against Property Services Providers**
- **Administering a system of investigation of standards in the provision of property services**
- **Promoting increased consumer protection and public awareness in the provision of property services**
- **Maintaining and administering a Compensation Fund**
- **Maintaining a Public Register of Residential Property Sales Prices; a Commercial Leases Database; a Public Register of Licensed Property Services Providers**
- **Overseeing compliance by property services providers with anti-money laundering legislation.**

Operating under the aegis of the Department of Housing, Local Government and Heritage, the Authority is governed by an independent Board comprising a Chairperson and ten members. The Board represents a broad cross-section of stakeholders, including consumer interests and property services providers.

The Authority's business planning, performance management, and organisational development are guided by our Strategic Plan, with progress overseen by the Board. While operating independently, the Authority also enters into an Oversight Agreement and an annual Performance Delivery Agreement with our Parent Department, which set out accountability arrangements, priority actions, and performance indicators.

Overview of the PSRA

WHO WE ARE

We are the statutory authority responsible for licensing and regulating the property services sector in Ireland

WHAT WE DO

We licence Property Services Providers, investigate complaints, enforce standards, maintain a sector funded compensation fund, and maintain public registers that ensure transparency and consumer protection

WHO WE REGULATE

We regulate licensed Auctioneers, Estate Agents, Letting Agents, and Property Management Agents across Ireland

WHAT WE DON'T DO

We do not provide property services or investigate complaints relating to owner management companies, residential tenancy disputes, or conveyancing matters

HOW WE ARE GOVERNED

We are governed by a statutory Board appointed under the Property Services (Regulation) Act 2011 to oversee the regulation and control of Property Services Providers

WHY WE DELIVER

We work to protect consumers and uphold public confidence by ensuring property services are delivered to high professional and ethical standards

HOW WE DELIVER

We deliver through licensing, inspections, complaint investigations, enforcement actions, and maintaining transparent public registers

Key Achievements

This timeline charts the Authority's development since our establishment in 2012, showcasing significant milestones and achievements.

It also highlights key developments delivered under the 2023–2026 Strategy, demonstrating how our organisation has continued to evolve and strengthen over time.

2012

PSRA Established

New licensing and regulation system for PSPs introduced

2013

Operation of comprehensive licensing system commenced

Establishment of Compensation Fund

Setting up of Public Register of Licensed PSPs and Property Price Register

2014

1st PSRA Strategic Plan 2014 - 2017

Assignment of additional staff meant PSRA able to put investigation system and processes in place

2015

Board approval of CPD scheme

2016

Online licence renewal application system introduced

Compliance audits began with supports from team of Outsourced Inspectors

2017

PSRA Strategic Plan 2017 - 2020

Comp Fund insured

Project undertaken to address Commercial Leases compliance rate

2018

Online licence application system for new licence applications introduced

CPD programme rolled out, first survey of licensees undertaken

First major sanction imposed and confirmed by High Court

2019

Inaugural PSRA conference

Report on "The Impact of Regulation on the Property Services Sector" published

First prohibition of licensee to trade

First High Court injunction against unlicensed operator

2020

PSRA Strategic Plan 2020 - 2023

Commencement of Min. Standards SI

Joint Sector Protocol for PSPs published

Successful High Court appeal on point of law

2021

Publication of Code of Practice, commencement of PSRALicenses.ie

Workforce Plan review completed

PSRALicenses.ie project

2022

Currently developing 4th Strategic Plan 2023 - 2026

Event held to mark 10 years since establishment of PSRA and launch of Code of Practice

PSRALicences.ie implemented and launched

Content website updated and put on new platform

2023

PSRA Strategic Plan 2023 - 2026

Commencement of SI 475 (Renewal of Certain Licences)

Review of Compensation Fund

2024

First licence fee increased since 2012

SI No. 699 of 2024, Property Services (Regulation) Act 2011 (Professional Indemnity Insurance) (Amendment) Regulations 2024 signed by the Minister for Justice

External Review of Board Effectiveness Completed

GDPR Compliance Review Completed

2025

Transfer of Functions to the Department of Housing, Local Government and Heritage

S.I. No. 2011 of 2025 Property Services (Regulation) Act 2011 (Licensing) (Amendment) Regualtion 2025

Qualifications Review completed and reviewed

Establish a stakeholder group (Forum) for marts

Dissemination of PSRA logo to the sector

Publication of Public Sector Duty Implementation Plan

Investment of Compensation Fund

2026+

PSRA Strategic Plan 2026 - 2029

Review of Code of Practice

2. PSRA Statement of Strategy

Our Mission

Our mission is to safeguard the interests of the public by promoting high standards, trust, and integrity in the property services sector through effective licensing, supervision, and regulation.

Our Vision

A compliant, trusted property services sector which is regulated and upholds the highest standards in protecting the public.

Our Values

We work to ensure that the best interests of the public are protected while enhancing confidence in the property services sector.

We apply regulatory measures that are proportionate, evidence based, and appropriate to the level of risk and standards set in the sector.

We operate with honesty, independence and fairness in all regulatory decisions and interactions.

We collaborate effectively and communicate openly to support a transparent, trusted, and well functioning property services sector.

We take responsibility for our actions, decisions and outcomes, holding ourselves and property services providers to high professional standards.

3. Strategic Goals, Objectives & Outcomes to 2029

The following section provides an overview of how our strategy will be achieved through the execution of a number of objectives, which are aligned to four overarching strategic goals.

Each strategic goal is supported by a single outcome, delivered through the successful achievement of its objectives.

Strategic Goals			
Goal 1	Goal 2	Goal 3	Goal 4
Strengthen Clarity, Collaboration and Understanding of the PSRA	Deliver a Modernised Regulatory Authority	Protect Consumers of Property Services	Enhance our Foundations and Empower Our Staff to Deliver
By 2029…			
Stakeholders will experience enhanced regulatory outcomes through deeper collaboration, unified messaging, greater clarity around roles and functions, and early identification of emerging risks and opportunities.	Stakeholders and consumers will benefit from effective decisions, stronger oversight, and better services as the PSRA modernises its governance, systems and public registers, licensing processes, and professional standards to keep pace with a changing sector.	Consumers will be better protected through stronger compliance, greater transparency, and a visibly proactive regulatory approach that consistently holds property service providers to account.	Our capable and motivated workforce will drive stronger regulatory performance, supported by effective leadership, robust governance, and a culture grounded in equality, human rights, sustainability, and our Public Sector Duty.

Goal 1: Strengthen Clarity, Collaboration and Understanding of the PSRA

Objective 1	**Provide clarity where uncertainty exists.** Clarify the PSRA's distinct role through improved website content, visual tools, and strategic communications, while strengthening public understanding and trust with targeted, data driven campaigns that explain our functions, reduce misinformation, and encourage reporting of non compliance.
Objective 2	**Embed strategic stakeholder engagement and collaboration.** Work closely with national bodies, regulators, policymakers, and other key stakeholders whose decisions influence the property services sector. Strengthen cross regulator collaboration to build shared understanding, exchange insights, and align responses to emerging risks.
Objective 3	**Strengthen our capacity to anticipate sector developments.** Proactively respond to the evolving needs of the property services landscape through coordinated engagement, shared research, and informed dialogue that anticipates emerging trends and shapes policy responses.
Objective 4	**Educate, Inform, and Engage for Better Compliance.** Engage licensees, educators, representative bodies, and compliance focused stakeholders to build clarity on regulatory obligations, highlight emerging risks, and promote best practice approaches that strengthen compliance behaviours and outcomes across the sector.

Outcome	Stakeholders will experience enhanced regulatory outcomes through deeper collaboration, unified messaging, greater clarity around roles and functions, and early identification of emerging risks and opportunities.

Goal 2: Deliver a Modernised Regulatory Authority

Objective 1	**Shape the future PSRA.** Build on the strengths of our current organisational and governance arrangements to ensure they remain fit for purpose into the future. Working in partnership with our Parent Department, assess whether any changes are required to continue upholding the highest standards of public protection and to remain responsive to evolving sector needs.
Objective 2	**Scope the future of our digital and system capabilities.** Explore options for modernising and consolidating systems, in consultation with our IT partners and parent Department, to evaluate how modern, secure digital platforms could enhance accessibility and progressively move core regulatory processes toward digital-first delivery to enhance compliance.
Objective 3	**Enhance public registers for improved decision-making.** Maintain accurate, accessible public registers that strengthen transparency, support informed decision making, and deliver an improved user experience through enhanced searchability and ease of access for consumers, researchers, and professionals.
Objective 4	**Maintain a sustainable and fit-for-purpose licensing framework.** Review and adapt licensing processes, standards, and fee structures to ensure the system remains efficient, transparent, financially sustainable, and capable of supporting changing operational and regulatory needs.
Objective 5	**Align professional competencies to evolving market.** Ensure professional competencies across the property services sector evolve with changing market demands, regulatory expectations, and consumer needs by strengthening standards, enhancing training and qualification frameworks, and promoting CPD.

Outcome	Stakeholders and consumers will benefit from effective decisions, stronger oversight, and better services as the PSRA modernises its governance, systems and public registers, licensing processes, and professional standards to keep pace with a changing sector.

Goal 3: Protect Consumers of Property Services

Objective 1	**Deliver a proactive, risk-based regulatory approach.** Use enhanced knowledge and data to focus regulatory activity on the areas of greatest consumer harm, adapt to emerging challenges, and continually evaluate effectiveness, to ensure we are regulating the right things.
Objective 2	**Promote high professional standards across the sector.** Deliver targeted, risk based training that spots weaknesses early, prevents non compliance, and drives higher professional standards by ensuring competencies and CPD keep pace with the evolving property services landscape.
Objective 3	**Anticipate and respond to legislative and policy developments.** Work with our Parent Department and partners to proactively engage on EU and national legislative developments, ensuring we are prepared for changes affecting licensing, oversight, and the regulatory framework.
Objective 4	**Enhance the complaints and enforcement framework.** Maintain an effective, transparent and proportionate Complaints and Enforcement Framework that operates efficiently, targets enforcement and sanctions to tackle unlicensed activity, upholds sector integrity and deters breaches.
Objective 5	**Maintain a resilient and sustainable consumer-redress system.** Safeguard the Compensation Fund, ensure fair processing of claims.

Outcome	Consumers will be better protected through stronger compliance, greater transparency, and a visibly proactive regulatory approach that consistently holds property service providers to account.

Goal 4: Enhance our Foundations and Empower Our Staff to Deliver

Objective 1	**Sustain strong governance and leadership.** Build on our strong governance foundations by maintaining a diverse and experienced Board, supported by effective leadership and robust governance arrangements.
Objective 2	**Advance sustainable practices.** Continue to embed and evolve sustainability and climate innovation across the organisation, to inform decision-making and support alignment with wider public sector climate objectives.
Objective 3	**Champion Belonging, Equality, and Human Rights.** Create a strong sense of belonging and engagement across the organisation, ensuring staff feel heard, respected, and valued, by championing equality, human rights, and dignity in accordance with our Public Sector Duty.
Objective 4	**Enhance Data Quality and Research to Support Insight-Driven Reporting.** Strengthen data quality, analytics capability, and reporting processes, supported by market and sectoral research, to generate actionable insights and inform evidence-based regulatory and strategic decision-making.
Objective 5	**Build a Strong and Sustainable Funding Base.** Ensure the organisation has the financial capacity and resources needed to deliver its mandate effectively and sustainably.

Outcome	Our capable and motivated workforce will drive stronger regulatory performance, supported by effective leadership, robust governance, and a culture grounded in equality, human rights, sustainability, and our Public Sector Duty.

4. Implementation Framework

To ensure the effective delivery of our Strategic Plan 2026 – 2029, we have established a robust implementation framework that guides how we will progress each of our strategic objectives in a structured, transparent and accountable manner.

Implementation Plan

Our strategy is supported by a detailed Implementation Plan, which:

- **Defines Key Actions** – Clear, sequenced actions have been identified for every strategic objective, enabling focused delivery and prioritisation.
- **Assigns Accountability** – Named owners are assigned to each action to ensure clarity, ownership and responsibility for delivery.
- **Outlines KPIs and Success Measures** – A suite of KPIs and outcome measures have been developed to track performance, impact and public value that align with commitments in Oversight Agreement with our parent Department.
- **Sets Timelines and Milestones** – Realistic timelines and milestone have been set to measure progress and ensure delivery momentum.
- **Supports Monitoring and Reporting** – The Implementation Plan will support regular and structured performance reviews through our governance architecture, enabling:
    - visibility of progress
    - early identification of risks
    - rapid response to sectoral or operational developments
- **Embeds Learning and Adaptation** – Our framework is designed to evolve. Ongoing monitoring will allow us to adapt actions and priorities as the external environment changes.

Risk Context

In developing this Strategic Plan, the Authority has identified the risks and challenges facing both the organisation and the wider property services sector. These include an evolving regulatory environment, changing market dynamics, increasing consumer expectations, and the ongoing need to maintain effective oversight and public confidence. The Strategic Goals and Objectives outlined in the Plan respond directly to these identified risks.

We operate a formal risk management policy and maintain a Risk Register in accordance with Department of Finance guidelines. The purpose of the Risk Register is to ensure that risks are continually identified, assessed, and managed, and that necessary mitigating actions, subject to available resources, are implemented.

Delivery of the Implementation Plan will be monitored alongside the Risk Register to ensure that strategic objectives are prioritised appropriately and remain responsive throughout the lifetime of the Strategic Plan.

Details of the principal risks identified and their alignment to the Strategic Goals and Objectives are set out in an Appendix.

A Culture of Delivery

Effective implementation depends on **engaged, empowered, and collaborative staff** across all functions. A culture of delivery will be fostered through:

- **consistent oversight**
- **transparent reporting**
- **shared ownership**
- **collective commitment to delivering public value.**

Measuring Success

At an operational level, progress will be recorded against the Strategy's Implementation Plan. The status of Key Performance Indicators will be monitored by Senior Management, and progress reported to the Board of the Authority on a quarterly basis.

What this Strategy Means for

Consumers

Consumers will benefit from greater clarity on the roles and functions of the Property Services Regulatory Authority, more effective communications with the Authority and continued consumer protection provided by the Property Services (Regulation) Act 2011.

Licensees

Licensees will experience more efficient and user-friendly systems and processes when engaging with the Authority. Licensees will also benefit from the enhanced reputation of the profession that comes from a robust system of regulation.

Representative Bodies and Other Regulators

There will be greater collaboration and communications between the Authority and other organisations and key stakeholders in the sector will experience greater transparency in regulatory decision making and policy development.

Staff of the Authority

Staff will benefit from a supportive work environment and a culture grounded in equality, human rights, sustainability and our Public Sector Duty.

The following illustration provides a visual overview of the core elements that will form part of the framework.

Board

Oversight, Direction & Independent Assurance

The Board sets strategic direction, challenges assumptions, and provides independent oversight to ensure that delivery remains aligned with our statutory mandate and long term public value.

CEO

Leadership & Accountability

The CEO leads overall execution of the Strategy, ensuring alignment of resources, prioritisation of actions, and a culture of delivery, transparency, and continuous improvement.

Senior Management

Management, Monitoring & Reporting, Strategic Goals and Objectives – Implementation Plan – Action Plans – KPIs

The SMT drives and monitors implementation across the organisation, integrating:

- Strategic Goals & Objectives
- Implementation Plan
- Action Plans
- KPIs & Outcome Measures

The SMT ensures cross functional collaboration, removes delivery barriers, evaluates risks, and provides regular progress updates through agreed governance channels.

Functional Teams

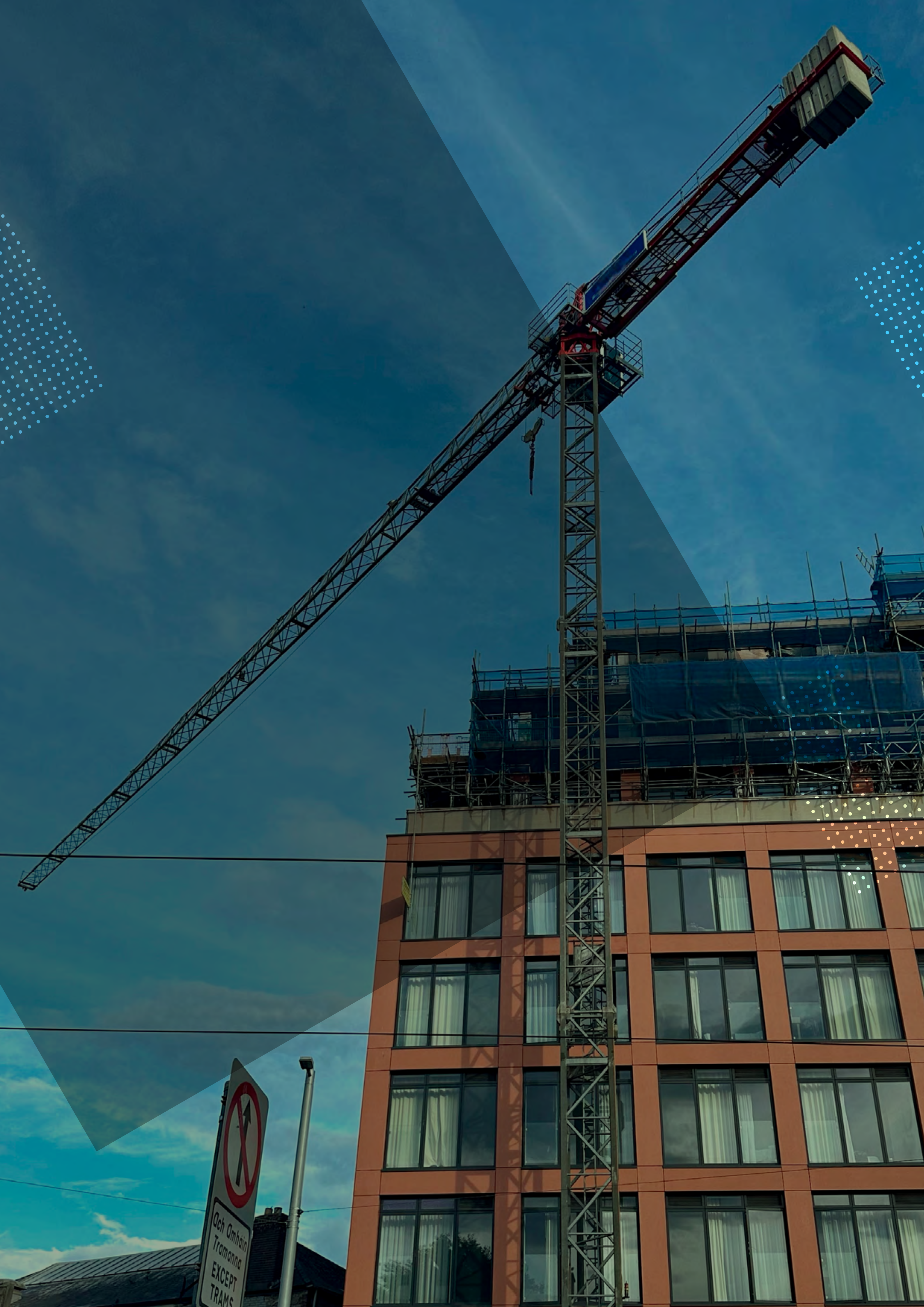
Action Delivery – Ownership – Collaboration

Functional teams translate objectives into practical, time bound actions. They take responsibility for delivery, engage across units, and contribute evidence based updates to support transparent reporting.

Appendix – Principal Risks and Alignment to Strategic Goals

The table below outlines the principal risks identified during the development of this Strategic Plan and the corresponding Strategic Goals and Objectives through which these risks will be mitigated.

Principal Risk Identified	Strategic Objective to Mitigate Risk
Risk of misunderstanding the roles and responsibilities of the Property Services Regulatory Authority, leading to non compliance or ineffective engagement.	**Goal 1 – Objective 1:** Provide clarity where uncertainty exists. Clarify the PSRA's distinct role through improved website content, visual tools, and strategic communications, while strengthening public understanding and trust with targeted, data driven campaigns that explain our functions, reduce misinformation, and encourage reporting of non compliance.
Risk that inadequacies in ICT systems, combined with dependency on third party ICT providers, are not sufficiently supported or governed within the operating model, leading to service disruption, security weaknesses, or failure to meet regulatory and operational requirements.	**Goal 2 – Objective 2:** Scope the future of our digital and system capabilities. Explore options for modernising and consolidating systems, in consultation with our IT partners and parent Department, to evaluate how modern, secure digital platforms could enhance accessibility and progressively move core regulatory processes toward digital-first delivery to enhance compliance.
Risk that unlicensed operators enter the market or that licensed operators engage in negligent practices, leading to harm to consumers, reduced service quality, and increased regulatory breaches.	**Goal 3 – Objective 1:** Deliver a proactive, risk-based regulatory approach. Use enhanced knowledge and data to focus regulatory activity on the areas of greatest consumer harm, adapt to emerging challenges, and continually evaluate effectiveness, to ensure we are regulating the right things.
Risk that failure to continuously monitor, interpret, and implement changes in relevant national and EU legislation could result in non compliance and exposure to legal, regulatory, and reputational impacts.	**Goal 3 – Objective 3:** Anticipate and respond to legislative and policy developments. Work with our Parent Department and partners to proactively engage on EU and national legislative developments, ensuring we are prepared for changes affecting licensing, oversight, and the regulatory framework.
Risk that insufficient or uncertain funding limits the Authority's ability to adequately resource activities required to deliver the Strategic Plan, impacting performance and delivery of strategic objective	**Goal 4 – Objective 5:** Build a Strong and Sustainable Funding Base. Ensure the organisation has the financial capacity and resources needed to deliver its mandate effectively and sustainably.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