

2026 Performance Delivery Agreement

between

Property Services Regulatory Authority

and

Department of Housing, Local Government and Heritage

Performance Delivery Agreement – PSRA 2026

1. Introduction and Objective of the Agreement

This Performance Delivery Agreement (PDA) has been drawn up by the Department of Housing, Local Government and Heritage (“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”). Together with the separate Oversight Agreement (OA), this Agreement succeeds the previous Performance Delivery Agreement 2025 between the PSRA and the Department of Justice.

This PDA shall be reviewed and updated annually. Together, the PDA and the OA act as a performance contract between the Department and the PSRA, 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, the Agreements set out the following:

- PSRA’s key targets for 2026; and
- The key inputs, outputs and expected outcomes of the PSRA’s activities, in quantitative, measurable terms.

In addition, the Agreements 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 Agreements, which will support the PSRA’s Strategic Plan 2026 – 2029, ultimately seek 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.

2. Inputs

2.1 Financial Inputs

The following table summarises the PSRA’s budget allocation for 2026:

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Expenditure	2026 Budget Allocation
Pay	€2,929,000
Non-Pay	€1,298,000
Total	€4,227,000

2.2 Licence Fees

The level of licence fees to be paid was determined by the PSRA in 2012 based on its estimated annual cost of administering the licensing system at that time. Effective from 11 June 2025, the annual licence fee of €1,210 is payable by Property Services Employers and an annual licence fee of €125 is payable by Employees¹.

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

2.3 Compensation Fund

Section 77(1) of the Property Services (Regulation) Act 2011 requires the PSRA 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 PSRA either directly or on a contracted basis, having regard to pressures on public service numbers and competing demands.

Grade	Headcount 1st Jan 2026	Staff Level 1st Jan 2026 (FTE)
CEO	1	1
Assistant Principal Officer	4	4
Higher Executive Officer	12	12
Administrative Officer	1	1
Executive Officer	10	9.8
Clerical Officer	9	8.5
Total	37	36.3

¹ Effective from 1 June 2026, the annual licence fee of €1,380 is payable by Property Services Employers and an annual licence fee of €200 is payable by Employees.

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Note that with the above staffing complement, the PSRA had 4 vacancies (as of 1st January 2026). Efforts are ongoing within the HR Division of the Department 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 Key Performance Indicators

The following section sets out the Key Performance Indicators (KPIs) that will be used to assess the PSRA's progress towards achieving its key mandate and core functions: 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 2026

The following KPIs will form part of the PSRA's Performance Measurement in relation to the PSRA Business Plan for 2026:

Key Performance Indicator	Target
Processing of new licence applications where applications meets all statutory requirements	3 weeks
Processing of licence renewal applications where applications 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 2026 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, it 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 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 2026, as set out in the table below:

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

Key Objectives	Key Actions	KPIs	Target
Ensure effective licensing system in place	Maintain an effective licensing database.	New licence applications processed within 3 weeks where application meets all statutory requirements.	Ongoing
		Renewal applications processed within four weeks where application meets all statutory requirements.	
	Continuous review of licensing database and processes to ensure most efficient use of resources.	More efficient operation of the licensing system.	
Ensure Property Services (Regulation) Act 2011 is in compliance with the EU Services Directive	Engagement with D/Housing and DoJ Civil Legislation	Regular engagement with D/Housing and DoJ Civil Legislation.	Subject to completion of amending legislation by Minister
	Review and collaborate on draft recommendations / legislative provisions with relevant parties.	Recommendations agreed	
	Communication with the sector and relevant parties.	Communications Plan actioned	

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Identify and implement changes to business processes as a result of new legislation	Testing of IT changes made and engagement with relevant parties as required.	IT systems updated accordingly	Ongoing
	Roll out of IT changes made to live environment.	Review of internal licensing processes complete	
	Internal licensing processes updated as required.		
	Investigations Unit’s internal processes updated as required.		
Review the ‘established in the State’ provision post Brexit having regard to the trade and cooperation agreement	Review/evaluate requirements to be imposed on non-established providers from Northern Ireland (NI) providing property Services in the State.	Engagement with DHLGH and DoJ Civil Legislation in developing practical application of proposed solution.	Subject to DHLGH and DoJ Civil Legislation progressing this matter
	Engagement by Licensing and Strategic Development in assisting and advising on draft Regulations/Amendment to the Act.	Engagement with DHLGH and DoJ 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 carried out by external company reviewed for consistency	
	Compliance audit investigations assigned using risk-based matrix	Targeted compliance audit	

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	Carry out thematic audits on marts in 2026	investigations undertaken	
Exploration of moving away from physical licence card to a virtual card	Explore options for virtual licence card for example QR Codes.	Virtual licence card options explored	Q4 (for open review, subject to costings and resources to develop project)
	Explore development options including internal capabilities or whether a third party is required to develop and implement project.	Delivery options explored	
	Engage other bodies implementing similar products.	Engagement completed with other similar bodies identified	

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
Introduction of new licensing qualification requirement	Request that Minister delegate responsibility for undertaking Proportionality Assessment to PSRA	Proportionality Assessment accepted by DHLGH	Q2 - Q4
		Sanction from Minister received	
	Carry out Proportionality Assessment.	Proportionality assessment completed by the PSRA and submitted to the Minister for Housing, Local Government and Heritage	

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	New Qualification procedures to be drafted	Revised Qualification procedures in place	
	Draft new SI	Draft SI for approval by legal advisor submitted to the Minister	
Manage complaints effectively	Maintain an efficient complaints management system	Number of complaints under investigation	Ongoing
		Number of complaints concluded	
		Appeals to the Property Services Appeal Board	
		Introduce new online complaint 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	Ongoing
	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 and Bordereau submitted	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	Number of notifications	As cases arise
	Manage Property Services Appeal Board submissions effectively and in a timely manner	Number of submissions	Ongoing
	Continuously review Compensation Fund insurance	Engagement with underwriters to negotiate insurance policy and premium	Ongoing
	Annual Round table meeting with the Compensation Fund Advisory Committee to discuss priorities and operation	Meeting to take place with the Compensation Fund Advisory Committee	Annually
	Manage investment of the Compensation Fund	Investments continue to make gains	Ongoing
		Quarterly update of investments to Board	Quarterly

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Ensure ongoing continued delivery of an effective CPD programme for Licensees	Engage regularly with providers for PSRA to remain informed on course availability, schedules, attendance etc.	Quarterly meetings held	Ongoing
	Agree course content with providers	Modules agreed	
	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	
Monitor Property Services Providers for compliance with the Criminal Justice (Money Laundering and Terrorist Financing) Act 2010.	Undertake compliance investigations of businesses that are PSRA licence holders, under the Criminal Justice (Money Laundering and Terrorist Financing) Act 2010	Number of compliance investigations completed	Ongoing
		Number of compliant/non-compliant Licensed Businesses	
		Number of instructions issued to Licensed Businesses	
		Number of directions issued to Licensed Businesses	

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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
Ongoing engagement with stakeholder group (Forum) for marts to address issues identified during compliance audit investigations and how best to address the mart sector	Work of Forum to continue in 2026	Scheduled meetings will take place in 2026	Ongoing
Dissemination of PSRA logo to the sector	Issue PSRA Logo package to licensees who submit a request via email or via new or renewal licence application forms	Activate applications received via email or on renewal or new licence application form	Ongoing
		Spreadsheet of Logo requests and PSRA Logo package to be created for issuing to licensees	
		Logo will issue to licensees for their use	
Develop and implement Communications Plan, in line with Engagement Strategy	Communications plan agreed	Communications plan details agreed	Q4
	Organisation/participation in public/stakeholder events		
	Marketing campaigns organised		
	Organisation of meetings of PSRA Forum		

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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
Develop an online messaging system	Project plan created	Project plan in place	Q2/3
	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	Roll out in Live environment	
Engage with IT to make Digital Forms available for submitting Complaints or reports of Unlicensed Trading to the PSRA	Review and approve the Proof of Concept created by IT	Design and Development complete	Subject to IT availability
	Carry out rigorous testing in the UAT environment and revert to IT with any issues found during testing		
	Roll out in Live environment	Updates completed and rolled out in Live environment	

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Effective management of financial resources	Complete set up of internal PSRA Financial systems including staff training	Processing incoming & outgoing expenses in a timely manner	Ongoing
	Draft internal procedures on new payment system	Procedures in place	
	Monitoring and evaluating financial management in the Authority	Report of the Comptroller and Auditor General	
	Appoint independent auditor to undertake internal audit of PSRA processes and procedures	Internal Audit report of review of effectiveness of internal controls produced	
	Reconciliations of non-voted money recorded on payments system & bank account. (Daily/Monthly/Yearly)	Reconciliations completed in a timely manner	
	Reconciliations of expected Pay Roll expenditure vs. actual payroll expenditure. (Monthly)	Processing incoming & outgoing expenses in a timely manner	
	Processing incoming & outgoing expenses e.g. Fees, Bank Charges, Refunds etc.	Report of Internal Audit	
	Supporting internal and external audits of financial controls; providing info as required, responding to Management Letter &	Timely response to audits	

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	managing implementation of any recommendations		
Develop and publish 2026-2029 Strategic Plan	Work with consultant team to identify 2026-2029 strategic goals		Q1
	Review and agree draft Strategic Plan for Board Approval	Strategic Plan drafted	Q1
	Create and award RFT for design of Strategic Plan	RFT awarded	Q1
	Review and agree final Strategic Plan		Q3
	Provide new strategic plan to Minister for sign off by deadline	Drafting of Strategic Plan 2026-2029 commenced	Q3

*** Review of Performance Measurement in 2026**

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

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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.
- 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.

5. Flexibility and Amendment of Targets

Where amendments become necessary as part of this PDA, 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.

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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 2026.



Maeve Hogan
Chief Executive Officer
PSRA
Date: 16th June 2026



Vincent Colgan
Principal Officer
DHLGH
Date: 16th June 2026