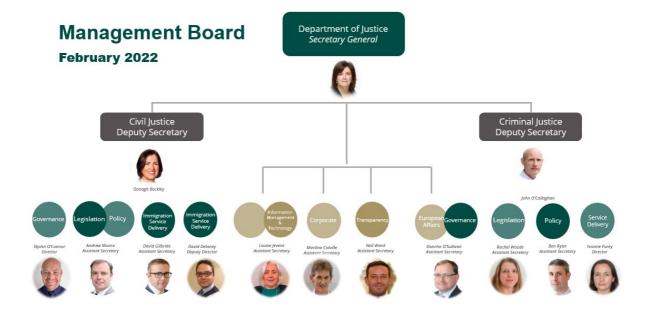
## Appendix A: Department Organigram



## Appendix B: List of Relevant Governance Codes & Compliance Framework for the Department

Obligation	Responsible Officer/	Timefram e/
	Function	Frequency
Legislation		' '
Minister & Secretaries Act 1924 & subsequent amendments	n/a	n/a
Public Services Management Act 1997	n/a	n/a
Civil Service Regulation Act 1956	n/a	n/a
Data Protection Acts 1988-2018		
General Data Protection Regulation 2016		
Department of Justice and Equality Data Protection Policy.pdf	DPO	
Exchequer & Audit Departments Act 1866	Head of	
	Internal Audit	
(i)Public Financial Procedures		(i) ongoing
(ii)Internal Audit reports		(ii)
(iii) Prompt Payments		ongoing
(iv) Publication of purchase orders over 20k		(iii)
		Quarterly
		publicatio
		n (iv)
		Quarterly
Comptroller and Auditor General (Amendment) Act	Secretary	Annual
1993	General	Return
1770	General	and as
		determine
		d by
		C&AG
Ethics in Public Office Act 1995	Head of	Annual
	Human	Return Q1
	Resources	`
Standards in Public Office Act 2001	Head of	Annual
	Human	Return Q1
	Resources	
Disclosure/Declaration Returns	Head of	Review by
Protected Disclosures Act 2014	Corporate	Managem
FTOTECTER DISCIOSULES ACT ZOTA	Affairs/	ent Board
		/ Audit
		Committe
		е

	Assistant Secretary – Transparency	
Freedom of Information Act 2014- Section 15  Manual	,	
(i)Requests/Appeals (ii) Publication Scheme (iii) Section 34 Certification	Deciding Officers/Revie wers	(i)Ongoing (ii)Review every 3 years
	FOI Officer	(iii)Annual return
Official Languages Act, 2003	Assistant Secretary- Transparency	Every 3 years
Health, Safety & Welfare at Work Act 2005 & consequent Regulations	Assistant Secretary- Corporate	Ongoing
National Archives Act 1986		
Records Management policy	Assistant Secretary- Transparency	ТВС
Compliance with Disability legislation	Assistant Secretary- Corporate	Ongoing
Compliance with Employment Law (including Office Notices/Circulars relating to HR Legislative provisions)	Assistant Secretary- Corporate	Ongoing
Internal Oversight Arrangements for Bodies under the Aegis	Civil & Criminal Governance	Ongoing
Code of Practice for Governance in State Bodies - Department of Public Expenditure and Reform 2016		
Risk Management Guidance for Government Departments and Offices - Department of Public Expenditure and Reform February 2016	Assistant Secretary – Criminal Policy ( Chair of Risk Committee)	Review by Managem ent Board / Risk Committe e
Regulation of Lobbying Act 2015	Assistant Secretary- Corporate	Ongoing List of Designate d Public Officials maintaine d and published

European Communities (Re-Use of Public Sector	FOI Officer	ongoing
Information) Regulations 2005 (SI 279 of 2005)		
Quality Customer Service / Customer Charter	Assistant	Ongoing
	Secretary-	
	Transparency	
Internal Staff Policies		
Guide to Alcohol and Drug Misuse in the Workplace	Assistant	Ongoing
<u>2010</u>	Secretary-	
	Corporate	
Attendance Management Policy	Assistant	Ongoing
	Secretary-	
	Corporate	
Civil Service Disciplinary Code	Assistant	Ongoing
	Secretary-	
	Corporate	
Civil Service Management of Underperformance	Assistant	Ongoing
	Secretary-	
	Corporate	
Dignity at Work – an Anti-Bullying, Harassment and	Assistant	Ongoing
Sovual Haracement Policy for the Civil Sorvice	Secretary-	
Sexual Harassment Policy for the Civil Service	Corporate	
<u>Dress code</u>	Assistant	Ongoing
	Secretary-	
	Corporate	
Equality Policy	Assistant	Ongoing
	Secretary-	
	Corporate	
HR Data Protection Notice & Retention Policy	Assistant	Ongoing
	Secretary-	
	Corporate	
Information and Communication Technology (ICT):	Assistant	Ongoing
Accontable Usago Policy	Secretary-	
Acceptable Usage Policy	Corporate	
Mobile Device Policy		
<u>INOBILE DEVICE FOILEY</u>		
Remote Access Policy		
Memore Access Folicy		
Guidelines on the management of	Assistant	Ongoing
	Secretary-	0808
probation in the Civil Service	Corporate	
	Corporate	

Arrangements for Oversight of Digital and ICT related Initiatives in the Civil and Public Service	Assistant Secretary- Corporate	Ongoing
Sick Leave	Assistant Secretary- Corporate	Ongoing
Work Related Social Events Policy	Assistant Secretary- Corporate	Ongoing
Grievance Procedure	Assistant Secretary- Corporate	Ongoing
Review of Governance Framework	Management Board	Annual
Corporate Governance Compliance Framework	Management Board	ТВС
Publish Strategy Statement	Secretary General	Every 3 years or on the appointm ent of a new Minister
Publish Annual Report	Secretary General	Annual Q1
Complete Business Plans	Management Board	Q1
PMDS Annual Reviews and Role profiles	Management Board	Ongoing
Publish Framework of Assignments	Secretary General	ongoing
Management Board Papers	Assistant Secretary- Transparency	Weekly
Management Board Minutes	Assistant Secretary- Transparency	Weekly-circulation to all staff  Quarterly-publication on Gov.ie in 2022.

#### **Appendix C: Department of Justice Boards and Governance Groups**

#### 1. Management Board

#### **Terms of Reference**

- Monitor the Department's performance against corporate plans, budgets and targets, risk management and KPIs
- Leading and overseeing the process of change, including cultural change, encouraging and driving innovation, building the Department's capacity to meet current and future needs
- Consider and discuss cross-cutting and other issues from executive boards
- Provide collective leadership to the Department and staff consistent with the Department's culture and values
- Provide advice to the Minister, Minsters of State and the Government
- Consider and discuss periodic updates from relevant committees that support the Management Board
- Such other matters as the Chair decides

#### Membership

- Secretary General (Chair)
- Deputy Secretary, Criminal Justice
- Deputy Secretary, Civil Justice
- Heads of Function
- Chair and Vice Chair of Principal Officer Network

#### Secretariat

Management Support team, Transparency.

#### 2. The Department Board

The purpose of the Department Board is to provide strategic leadership, vision and direction to the department's staff and agencies; operating as a trusted advisor to the Minister and Minsters of State; and ensuring effective and robust governance and oversight leading to a safer, fairer and inclusive Ireland in which to live, work and do business.

#### **Terms of Reference**

- Set and agree the long term strategic direction of the Department and ensure strategic alignment across both pillars together with Corporate and Transparency
- Provide oversight of the strategic management and distribution of the
   Department's resources, prioritising resources where they are needed most
- Leading and monitoring the overall process for change and innovation for DoJ
- Such other matters as the Chair decides

#### Membership

- Secretary General (Chair)
- Deputy Secretary, Criminal Justice
- Deputy Secretary, Civil Justice
- Head of Corporate
- Head of Transparency

#### Secretariat

Management Support team, Transparency.

#### 1. MinMAC

Meetings of the MinMAC provide the primary opportunity for formal meetings between the Department's senior management and the Minister and Minister(s) of State, to ensure effective and appropriate communications and relationships to support Ministers in the monitoring of the Department's progress and performance. While there are frequent and routine contacts and meetings between Ministers and individual members of the Management Board on sectoral and specific matters, the Ministerial Management Board normally convenes on a monthly basis and provides a forum for the setting of strategic priorities and the reviewing and monitoring of the Department's budget, strategic priorities, Justice Plan and sectoral issues arising. It comprises the Minister, Ministers of State, the Management Board and the Directors of the Irish Prison and Probation Services. Special Advisers also attend, along with other staff as required

#### Membership

- Minister (Chair)
- Minister of State
- Secretary General
- Deputy Secretaries
- Heads of Function
- Director General, Irish Prison Service
- Director, Probation Service
- Chair and Vice Chair of Principal Officer Network
- Special Advisers
- Private Secretaries
- Ministerial Liaison Officers

#### **Secretariat**

Management Support team, Transparency.

#### 4. Management Board Agency Subgroup

#### **Terms of Reference**

- Conduct the Agency Annual Overview process for Bodies under the aegis of the Department subject to the Corporate Governance Standard for Justice and Equality Bodies, and report on any key issues arising and or matters of concern to the Management Board
- As part of the annual overview process in respect of each Body, the Subgroup will consider the Oversight Agreement or Performance Agreement in place between the Department and the Body, as well as any issues that have arisen from the Governance and Performance meetings between the Department and the Body
- Monitor the ongoing implementation of the Corporate Governance Standard for Justice and Equality Bodies and make recommendations for any amendments in light of experience
- As considered appropriate make recommendations on any other matter relating to the Department's governance and oversight of Bodies under its aegis

#### Membership

- Deputy Secretary, Civil Justice (chair)
- Head of Civil Justice Governance
- Head of Criminal Justice Governance
- PO HR
- PO Financial Shared Services

Other members TBD

#### Secretariat

Governance Pillars to rotate responsibility (to commence with Criminal Pillar)

#### 5. Management Board Culture Sub Group

#### **Terms of Reference**

- To support the Management Board in developing initiatives to further evolve the organisation's culture in support of our vision of a safer, fairer, more inclusive Ireland
- To develop and drive a renewed focus on culture, involving staff at all levels, with a view to implementing a range of measures to support and sustain a positive organisational culture
- To examine and refresh the current Culture and Values Charter
- To work closely with Management Board and SMT colleagues in driving and embedding change and to get input and feedback from staff across the Department

#### Membership

- Secretary General (Chair)
- Head of Corporate
- Head of Criminal Governance
- Head of Transparency
- Chief Information Officer and Head of IM&T
- Deputy Director, Immigration Service Delivery

#### **Secretariat**

Organisation Design and Development, Corporate

#### 6. Equality, Diversity and Inclusion and Public Sector Duty Committee

#### **Terms of Reference**

To oversee the public sector Human Rights and Equality duty and to devise, oversee and promote equality, diversity and inclusion for the Department of Justice

#### Membership

- Assistant Secretary, Criminal Governance (Chair)
- PO Corporate, Organisation Design and Development
- PO Transparency
- PO Civil Justice Policy
- PO Civil Justice Governance
- PO Civil Justice Legislation
- PO Criminal Justice Policy
- PO Criminal Legislation
- PO Criminal Justice Governance
- PO International Protection office
- Head of HR

Broader membership to be invited as work of the Committee develops

#### Secretariat

Organisation Design and Development, Corporate.

**GOVERNANCE GROUPS** 

1. Audit Committee

The Audit Committee provides independent advice and assurance to the Accounting

Officer regarding the suitability and robustness of the organisation's internal control

systems and procedures within the Department of Justice and Equality. The Audit

Committee's remit extends to Votes 24 (Justice) and 21 (Prison Service), and

responsible bodies under their aegis.

The Committee also has a role in promoting good accounting and management

practices, better and more informed decision-making and continued focus on

regularity, propriety and value for money throughout the Department.

The Committee is not responsible for any executive functions and is not vested with

any executive powers but shall exercise an advisory role in relation to its duties and

functions.

The Charter and terms of reference of the Audit Committee, as agreed between the

Secretary General of the Department of Justice, as Accounting Officer of the

Department and the Audit Committee are set out in Appendix D.

Membership

5 members, 1 internal and 4 external:

Chairperson: Ms Clare McGrath

Member: Ms Lesa McDonagh

Member: Mr Andrew Munro (Departmental representative)

Member: Mr Tony Graham

Member: Professor Barbara Flood

Secretariat

Internal Audit Unit.

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#### 2. Data Protection Steering Group

#### **Terms of Reference**

The Data Protection Steering Group provides assistance to the Secretary General, the Management Board and the Data Protection Officer in fulfilling their Data Protection responsibilities by:

- Maintaining oversight of the DoJ Data Protection Risk Register and assessing the effectiveness of internal control systems.
- Monitoring key findings of Compliance Audit/DPO Reports highlighting
   Department wide data protection issues.
- Approving Department wide data protection related policies.
- Assessing the implications of DPC/EDPB/ECJ decisions and civil action outcomes for DoJ data processing.
- Providing oversight of data protection education/training/awareness initiatives for the Department.

#### Membership

- Assistant Secretary, Corporate (chair)
- Data Protection Officer, DoJ
- PO Civil Justice Immigration Service Delivery
- PO Civil Justice Governance
- PO Civil Justice Operations and Service Delivery
- PO Criminal Justice Governance
- PO Criminal Justice Operations and Service Delivery
- PO Transparency
- Deputy Director, Probation Service
- DPO, Irish Prison Service
- Chief Information Officer and Head of IM&T

#### **Secretariat**

**DPSCO** 

#### 3. Financial Management Committee

#### **Terms of Reference**

The primary purpose of the Group is to provide high level governance, oversight and management in relation to voted expenditure across the Vote Group.

- To review monthly expenditure and emerging trends at individual vote and vote group level;
- To provide updates on the estimates process including Budget Day and Revised Estimates, any supplementary estimates and other related aspects of the budgetary process such as Current and Capital Expenditure reviews;
- To review progress in relation to Value for Money Reports.

The secondary purpose is to utilise the group as a forum to discuss matters of mutual financial interest across the vote group with the objective of sharing knowledge and promoting best practice across the group.

- Developments in shared services;
- Preparation and audit of appropriation accounts;
- Compliance with requirements of the Public Spending Code and other financial circulars; and,
- Any other topical issues in relation to financial matters which are included on the agenda.

#### Membership

- Assistant Secretary, Corporate (chair)
- PO Financial Shared Services
- PO Financial Management Unit
- Head of Finance Irish Prison Service
- Head of Finance Court Services
- Head of Finance An Garda Síochána
- Head of Finance Irish Human Rights and Equality Commission
- Head of Finance Policing Authority

- Head of Finance Data Protection Commission
- PO Civil Governance
- PO Criminal Governance

#### Secretariat

Finance Division, Corporate

#### 4. Portfolio, Programme and Project (P3) Oversight Committee

#### **Terms of Reference**

- To oversee the entire Portfolio of the Department, including all Projects and Programmes
- To ensure alignment of Programmes and Projects with strategy
- To make recommendations to the Management Board on the prioritisation of Programmes and Projects in line with available resources
- To oversee and integrate the work of the three Project Management Offices, ensuring the development of the maturity of these offices

#### **Members**

- Head of Transparency (chair)
- Chief Information Officer
- Head of Corporate Affairs
- PMO lead
- External members (Niamh Corby, Deirdre McDonnell)
- Governance POs
- Chairs of Technical and Finance Sub Groups (ex-officio)

#### **Subgroups**

Technical Subgroup – to consider alignment of ICT-related projects to overall
 ICT strategy and architecture

- Finance Subgroup to validate funding availability and procurement compliance for proposed projects, and to ensure appropriate assurance over all ICT expenditure (including non-project expenditure)
- MB Subgroup the Chair, Head of Corporate and Chief Information Officer may meet more frequently to approve project proposals of a smaller scale, where no technical or finance issues arise.

#### **Secretariat**

**PMO** 

#### 5. Risk Committee

#### **Terms of Reference**

- Assist the Secretary General and Management Board fulfil their risk management and control responsibilities
- Assessing the identification, evaluation and management of significant risks arising from business plans
- Preparing and submitting the Corporate Risk Register to the Management Board
- Considering the effectiveness of the internal control systems for managing risk, including assessment of possible failures and weaknesses
- Assessing the effectiveness of risk management policy

#### **Members**

- Assistant Secretary, Criminal Policy (chair)
- PO Civil Justice Governance
- PO Civil Justice Legislation
- PO Civil Justice Operations and Service Delivery
- PO Criminal Justice Governance
- PO Criminal Justice Legislation
- PO Criminal Justice Operations and Service Delivery
- PO Criminal Justice Policy

- PO Corporate
- PO Transparency
- PO Legal Unit

## Secretariat

PMO

#### **Additional Leadership Structures**

#### **Senior Management Team**

#### The objective of the Senior Management Team (SMT) is:

- To provide a forum for discussion of key cross-Departmental matters, and to solicit input, advice and expert opinion from SMT members on same.
- To create a suitable environment for networking and sharing of information between senior colleagues
- To share key information and internal communication from across the Department that can cascade to all Department staff.
- To focus on developing the key leadership role that this group plays in the Department.

#### Membership

SMT Membership comprises the Management Board and all Principal Officers (PO) and equivalent in the Department.

PO level officers based in agencies and bodies under the aegis of the Department are also invited to attend.

While no quorum is defined, all members are expected to attend. Sufficient notice (at least 2 weeks) is given to facilitate attendance by as many members as possible.

The SMT Agenda is set by the Department Board (Secretary General, Deputy Secretaries and Head of Corporate), with input from the Management Board and SMT members. Agenda items are normally linked to the achievement of the Department's strategic objectives or other organisational development priorities. The SMT should meet at least four times per year. Additional meetings may be held at the discretion of the Department Board. At least one of these meetings should be in an 'offsite' format, with a greater focus on leadership development.

Support and secretariat for the planning and execution of SMT meetings is provided by the Organisational & Transformation Support team in Corporate. In planning the schedule and content, consideration is given to ensuring alignment with the Department's PO Network schedule.

Supporting materials and outputs from each SMT are circulated to members as appropriate.

#### Secretariat

Organisation Design and Development, Corporate

#### **Principal Officer Forum**

The Principal Officer Forum meets every two months to discuss policy, administrative and organisational issues within the Department. The Chairperson and Vice Chairperson of the Committee rotates every 6 months. The Chairperson attends Management Board meetings.

# Appendix D: Department of Justice Audit Committee Charter and Terms of Reference

This document sets out the charter and terms of reference of the Audit Committee, as agreed between the Secretary General of the Department of Justice, as Accounting Officer of the Department and the Audit Committee.



### Appendix E - Executive Summary of the Governance Frameworks for Justice Sector Bodies.

The list below are the bodies under the aegis of the Department of Justice.

Oversight and Performance Delivery Agreements for the relevant bodies can be accessed **here**.



#### Civil Justice



## Bodies and other entities under the aegis of the Department of Justice

### i. Bodies Established under Statute

	Body	Accounting Officer	Performance Delivery Agreement	Oversight Agreement	Governing legislation
1	Courts Service	Chief Executive Officer, Courts Service	✓	✓	Courts Service Act 1998
2	Criminal Assets Bureau	Secretary General	<b>√</b>	<b>√</b>	Criminal Assets Bureau Act 1996
3	Data Protection Commission	Chief Commissioner, DPC	n/a See footnote 1	n/a	Part 2 of Data Protection Act 2018
4	An Garda Siochana	Garda Commissioner	See footnote 2	<b>√</b>	Garda Síochána Act 2005
5	Garda Siochana Inspectorate	Secretary General	✓	<b>√</b>	Part 5 of Garda Síochána Act 2005
6	Garda Siochana Ombudsman Commission	Secretary General	<b>√</b>	<b>✓</b>	Part 3 of Garda Síochána Act 2005
7	Insolvency Service of Ireland	Secretary General,	<b>√</b>	<b>✓</b>	Personal Insolvency Act 2012
8	International Protection Appeals Tribunal	Secretary General,	<b>√</b>	<b>√</b>	International Protection Act 2015

9	Irish Film Classification Office	Secretary General,	✓	✓	Censorship of Films Act 1923
10	Judicial Council	Secretary General	n/a See footnote 3	n/a	Judicial Council Act 2019
11	Judicial Appointments Advisory Board	Chief Executive Officer, Courts Service	n/a See footnote 4	n/a	Courts and Court Officers Act 1995
12	Legal Aid Board	Secretary General,	✓	<b>√</b>	Civil Legal Aid Act 1995
13	Legal Service Regulatory Authority	Secretary General,	<b>√</b>	<b>√</b>	Part 2 of Legal Services Regulation Act 2015
14	Mental Health Review Board	Secretary General,	See footnote 5	<b>√</b>	Criminal Law (Insanity) Act 2006
15	Office of the Inspector of Prisons	Secretary General,	✓	✓	Part 5 of Prisons Act 2007
16	Parole Board	Secretary General	See footnote 6		Parole Act 2019
17	Policing Authority	Chief Executive of Policing Authority	<b>√</b>		Part 2A of Garda Síochána Act 2005 (as amended)
18	Private Security Authority	Secretary General	1	1	Private Security Services Act 2004

Ī	19	Property Services	Secretary General	✓	✓	Property Services
		Regulatory				(Regulation) Act 2011
		Authority				_
		·				

## ii. Non Statutory Bodies

20	Criminal Injuries Compensation Tribunal	Secretary General		<b>√</b>	Department of Justice – Non-Statutory Body
21	Forensic Science Ireland	Secretary General	<b>√</b>	✓	Non-statutory executive agency of the Department
22	Irish Prison Service	Secretary General	<b>√</b>	✓	Non-statutory executive agency of the Department
23	Probation Service	Secretary General	<b>√</b>	<b>√</b>	Non-statutory executive agency of the Department
24	Office of the State Pathologist	Secretary General	<b>√</b>	✓	Non-statutory executive agency of the Department

iii. Appellate Bodies ( Statutory)
These are bodies with an appeal function established by law under the aegis of the Department of Justice.

25	Censorship of Publications Board	Secretary General	See footnote 7		Censorship of Publications Act 1946
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26	Classification of Film Appeal Board	Secretary General	See footnote 8	Censorship of Films Act 1923 as amended by the Civil Law (Miscellaneous Provisions) Act 2008
27	Private Security Appeals Board	Secretary General	See footnote 9	Private Security Services Act 2004
28	Property Services Appeal Board	Secretary General	See footnote 10	Section 74 and Schedule 2, Part 2 Property Services (Regulation) Act 2011

## iv. Other entities

29	Dublin District Coroners' Court	Secretary General		✓	Coroners Act 1962
30	Irish Passenger Information Unit	Secretary General	See footnote 11		Established as a unit of the Department under the European Union (Passenger Name Record Data) Regulations 2018 (S.I. no. 277 of 2018)

Footnote 1 The DPC's annual funding is provided via the DPC's own separate Vote (Vote 44), as one of the Votes within the Department of Justice Group of Votes. Taking into consideration the implications of the DPC's 'complete independence' under EU law and on foot of the relevant legal and other considerations, there is not a Corporate Governance Assurance Agreement between DPC and the Department. The DPC can nonetheless engage, of its own volition, in the agreement of Service Level Agreements with the relevant shared services providers. These services are subject to Service Level Agreements and a Data Processing Agreement. The DPC continues to engage in an appropriate manner with the Department on resourcing issues.

**Footnote 2**: A specific Performance Delivery Agreement between the Department and An Garda Síochána is not considered appropriate given the particular nature of the performance oversight framework established under the Garda Síochána Act 2005. Policing and security priorities are set by the Policing Authority and the Minister respectively and are fed into the annual Policing Plan, which is prepared by the Commissioner and approved by the Authority with the consent of the Minister. The Policing Plan contains priorities and performance targets for the year. The Department does, however, agree performance targets and indicators directly with An Garda Síochána under the annual Revised Estimates process.

**Footnote 3:** The Judicial Council was formally established as an independent body on 17 December 2019 pursuant to Section 5, Part 2 of the Judicial Council Act 2019. The Council's objective is to promote and maintain judicial excellence and independence to ensure public confidence in the judiciary and the administration of justice in Ireland. The Council is, subject to the Act, independent in the performance of its functions.

**Footnote 4 :** When a Judicial vacancy arises the Minister for Justice requests a list of suitable candidates for appointment, and all those who applied for the position, from the Judicial Appointments Advisory Board (JAAB) as required under the Court and Court Officers Act 1995.

**Footnote 5:** A Performance Delivery Agreement with the Mental Health (Criminal Law) Review Board is not considered necessary as their Oversight Agreement fully reflects their output obligations (which are statutory in nature).

**Footnote 6**: The Parole Board came into operation as a statutory body in August 2021. It is intended to put in place an Oversight Agreement with the Board as of 2022. It is also envisaged that an annual Performance Delivery Agreement will be developed.

**Footnote 7**: The Censorship of Publications Appeal Board was established under the provisions of Section 3 of the Censorship of Publications Act 1946. Its purpose is to consider appeals against Prohibition Orders issued by the Censorship of Publications Board. The Department of Justice does not have in place, and does not intend to introduce a formal governance agreement in respect of the Censorship of Publications Appeal Board

**Footnote 8**: The Department of Justice does not have in place, and does not intend to introduce a formal governance agreement in respect of the Classification of Films Appeal Board

Footnote 9: The Department does not intend to put a formal governance agreement in place with the Private Security Appeals Board.

**Footnote 10**: The Property Service Appeal Board was established under the provisions of the Property Services (Regulation) Act 2011. Its function is to consider appeals against certain decisions of the Property Services Regulatory Authority. It is not intended to put a formal governance agreement in place between the Property Services Appeal Board and the Department of Justice.

**Footnote 11:** The Irish Passenger Information Unit was established under S.I. no. 277 of 2018 as a unit of the Department. From 2022 onwards it is intended to put in place a multiannual Oversight Agreement and an annual Performance Delivery Agreement between the Unit and the Department's Criminal Justice Governance Function.