

# **Briefing Paper for the Committee of Public Accounts**

## **Implementation of the *Public Service Agreement, 2010 – 2014***

### **1. *The Public Service Agreement 2010 - 2014***

The Public Service Agreement 2010 to 2014 is an agreement between the Government and the Public Services Committee of the Irish Congress of Trade Unions (ICTU) and other associations representing public service staff.

It is a four-year agreement which is designed to support the maintenance of public services in an environment where resources and staff numbers are being significantly reduced.

The Public Services Committee of ICTU is a party to the Agreement and is comprised of the following constituent organisations:

IMPACT; SIPTU; Irish National Teachers Organisation (INTO); Public Service Executive Union (PSEU); Veterinary Officers Association (VOA); Medical Scientists Laboratory Association (MSLA); Prison Officers Association (POA); Irish Nurses and Midwives Organisation (INMO); Civil and Public Services Union (CPSU); Irish Federation of University Teachers (IFUT); Teachers Union of Ireland (TUI); UNITE; Irish Medical Organisation (IMO); Association of Higher Civil and Public Servants (AHCPS); Association of Secondary School Teachers Ireland (ASTI).

Two non-affiliated unions/associations, the Psychiatric Nurses Association (PNA) and the Irish Hospital Consultants Association (IHCA) have also accepted the terms of the Agreement.

A parallel process of engagement was undertaken with the staff representative associations for An Garda Síochána and the Defence Forces, which are not affiliated to ICTU, and agreement was reached with them on a reform agenda for those sectors. The terms of the Agreement have since been endorsed by these associations.

Under the Agreement, management and staff of the public service are working together to deliver:

- A significant reduction in the number of people working in the public service over the lifetime of the Agreement, to achieve sustainable savings in the Exchequer pay bill;
- Large scale redeployment of public servants within and across sectors, to protect frontline service delivery as staff numbers fall; and

- The reform and reconfiguration of the design and delivery of public services to deliver efficiencies and improvements in services, in particular through the greater use of shared services and online services.

## **2. Implementation Body**

The Public Service Agreement provided for the establishment of an Implementation Body to oversee progress of the agreed measures across the entire public service. Mr. P.J. Fitzpatrick, was appointed in July 2010 as the independent non-executive chairman, together with nominees from Public Service Management and the Public Services Committee of ICTU.

### **2.1 Membership**

Public Service Management are represented by Mr. Robert Watt/Ms. Deirdre Hanlon (alternating), Mr. Michael Errity, Mr. Paul Reid and Ms. Oonagh Buckley. The Public Services Committee of the Irish Congress of Trade Unions is represented by Mr. Shay Cody, Mr. Tom Geraghty, Ms. Sheila Nunan and Ms. Patricia King.

Secretariat support for the Body is provided by the Department of Public Expenditure and Reform.

### **2.2 Terms of Reference**

The terms of reference of the Implementation Body are as follows:

- To drive the implementation of the Agreement and its sectoral components;
- To monitor and review progress on the implementation of the reform agenda for each sector;
- To cost and verify savings achieved from the implementation of the Agreement and its sectoral components;
- To deal with the resolution of implementation issues as they arise;
- To provide a forum for the interpretation of implementation difficulties arising from the relevant sectoral agreements;
- To appoint, where necessary, suitable persons to promote the process of change or to provide mediation or arbitration in the relevant sector on a case by case or standing basis; and
- To report on progress to Government.

### **2.3 Sectoral implementation structures**

Sectoral Groups have been established by the Implementation Body to assist both employers and unions to progress implementation of the Agreement at the sectoral level as follows: Health, Education, Local Government, Civil Service, State Agencies, Prisons, An Garda Síochána and the Defence Forces.

## **2.4 Action Plans**

Under the Agreement, each sector must have in place an Action Plan setting out specific timebound measures to be progressed within the framework of the Agreement. Within each sector individual public service organisations have also put in place localised Action Plans to help achieve sectoral reform objectives.

## **2.5 Outputs of the Implementation Body**

Paragraph 1.16 of the Public Service Agreement provides for an annual review of sustainable savings generated from the implementation of the Agreement. This review informs the subsequent review of public service pay in accordance with the statutory requirement under both the Financial Emergency Measures in the Public Interest Acts 2009 to review the operation, effectiveness and impact of the Acts before 30 June 2011, and every year thereafter.

The Implementation Body undertakes this annual review in May and presents its Annual Report to Government in June. The first such report was published in June 2011. The review focuses on the sustainable savings achieved under the framework of the Agreement during the reporting period and also includes an assessment of the progress made on implementing the change and reform agendas set out in the Action Plans in each sector of the public service.

As an interim measure between annual reports, the Body also publishes on its website a mid-year summary of progress. In November 2011, a progress summary for the six-month period April to September 2011 was published.

## **2.6 Independent verification of savings**

The Agreement allows for the engagement of external financial advisors to undertake independent verification of reported savings in a number of sample projects. This involves a review of the methodology, quantification and estimation used by public service management to identify savings that have been achieved and savings that will be achieved as a result of agreements reached.

As part of the first annual review of the Agreement in 2011, independent external advisors, MKO Partners Ltd., were engaged, following a tendering process, to carry out three sample validations. The main findings arising from this process were that:

- All three of the sample projects evaluated, demonstrated a capability to facilitate verifiable savings;
- The Public Service Agreement played a significant role in facilitating the implementation of the savings initiatives in each case; and
- The indicative savings reported by managements in the case of the three projects were found to be reasonable estimates of the savings that will arise if successfully implemented.

### ***2.7 Budget for the Implementation Body***

Expenditure relating to the Implementation Body is met from the Change Management Fund in the Department of Public Expenditure and Reform. In 2011, expenditure relating to the Implementation Body was some €96,000.

## **3. Progress to Date under the Agreement**

### ***3.1 Reducing the Cost and Size of the Public Service***

The Agreement is facilitating a significant downsizing of the public service with consequent savings on the public service pay bill. Public Service numbers have reduced by 23,000 from a peak of 319,900 in 2008 to 296,900 at the end December 2011. Furthermore, around 7,500 have retired in the first two months of 2012. The Agreement will support the achievement of the Government target to reduce the total number of public service employees to 282,500 by 2015.

The Gross Exchequer Pay Bill has reduced from a peak of €17.5bn in 2009 to €15.6bn in 2011, or €14.6bn when the effect of the Pension Related Deduction is taken into account – a fall of nearly €2.9bn.

In its review of the first year of the Agreement last year, the Body established that estimated sustainable pay bill savings in the order of €289m had been achieved during the review period (end March 2010 to end March 2011). The saving was driven primarily by a 5,349 reduction in staff numbers but also other factors such as reductions in overtime costs (down 5.2%) and pay bill savings accruing from changed work practices, rationalisation etc. examples of which are detailed in the Body's first Annual Report published in June 2011.

In addition, the Body found evidence that public service bodies are succeeding in generating significant non-pay cost savings through better use of resources, re-organising work and achieving greater internal efficiencies. These non-pay savings, which are also detailed in the Report, arise in such areas as property rationalisation, reducing the costs of purchasing goods and services and changes in the way services are delivered. The value of the reported non-pay savings detailed in the Report (which are not exhaustive) is some €308m. The Report also provides some examples of initiatives taken by public bodies which have led to costs of €85.7m being avoided which would otherwise have been incurred.

### ***3.2 Key Public Service-wide Initiatives***

In addition to the measures being progressed in each sector under sectoral Action Plans, a range of measures have been implemented with staff co-operation on a public-service wide basis which are aimed at creating a more integrated public service. For example:

- Standardised annual leave provisions have been implemented across the public service.

- Legislation is being progressed for the proposed new single public service pension scheme.
- Discussions are being held with the public service trade unions to reform sick leave provisions.

Also during 2012, a review of allowances and premium payments across the public service is being undertaken under the framework of the Agreement aimed at achieving a reduction of 5% in the cost of allowances and premium payments in 2012 and further savings in subsequent years.

#### **4. Examples of Key Progress to date and Deliverables at Sectoral Level**

Some key examples of initiatives that have been progressed under the framework of the Agreement at the sectoral level are set out below, drawn from the Body's Annual Report last June and the mid-year progress summary last November. Key deliverables drawn from sectoral Action Plans are also set out. These examples are illustrative and are not exhaustive.

Further information on the latest progress being made on implementing change and reform and also on the delivery of pay and non-pay savings will be available following completion of the forthcoming second annual review of the Agreement.

##### **4.1 Health Sector**

###### **Key progress to date**

- The Agreement enables the health sector to respond to the increasing healthcare needs of the population in an appropriate and sustainable manner, against a backdrop of very significant reductions in both financial and staff resources. It will allow the health sector to continue to protect health service delivery to the maximum extent possible.
- Numbers have reduced by over 5,000 WTEs since the start of the Agreement in mid-2010 to the end of 2011, with the HSE more than meeting its reduction target for 2011. It is estimated that a further 2,000 staff have retired under the pensions 'grace period' arrangements. (some 4,400 individuals retired between September 2011 and February 2012).
- Co-operation with the work of the Clinical Care Programmes which are targeted initially at acute care, emergency medicine, critical care, elective surgery, outpatient, and chronic disease services. This requires the continuing cooperation and support of every discipline and will change how patients are treated. The Department's Special Delivery Unit has also been established to support delivery of these service improvements.
- Two significant Extended Working Day agreements have been reached, involving:

- Medical Laboratory technicians: Staff now have a liability to be rostered between 8 a.m. and 8 p.m., Monday to Friday.
- Radiographers: An extended working day from 8 a.m. to 8 p.m. Monday to Friday has been introduced for Radiographers with effect from 1 February 2012.

Payment for attendance outside rostered hours has been restructured into a more cost-effective model. These agreements provide for increased availability and access to diagnostics. They also support improved service delivery for patients, a more cost-effective response to peaks/surges in demand and improved productivity by allowing equipment to be used more over a longer working day.

- Agreements have been reached in the HSE funded voluntary sector at local level giving rise to savings and changes in work practices, examples include:
  - An agreement in St. Michael's House includes an extended working day from 8am to 8pm, with staff available 5 days over 7, and a redeployment/re-assignment protocol which will save €3.05m up to 2014;
  - Other work practice agreements include those being implemented in the National Maternity Hospital Holles Street and Cheeverstown House.
- Staff have been co-operating with redeployment and reassignments as services are being re-configured. Specific examples include:
  - HSE South: As part of the organisational changes in Acute Hospital Services in Cork city, between November and December 2011, over 600 staff were involved in relocating services within the city. This included staff relocating from HSE facility to working in a voluntary hospital (i.e. change of employer).
  - Child and Adult Mental Health Services: The new Child and Adult Mental Health Services in Merlin Park Hospital, Galway and in Bessboro in Cork opened in 2011. The units are staffed by new and redeployed personnel – approximately 60 staff across the two units.
  - North East: Louth/Meath Hospital Group reconfiguration programme: The Stroke Rehab Unit in Louth County Hospital, Dundalk opened in 2011 and 41 Nursing and Health Care Assistant staff transferred into the Unit and the step-down service in the hospital.
  - Pharmacy services in Dublin have been reconfigured and staff redeployed.
  - Louth\Meath stroke service has been established and staff redeployed.
  - Children and family support services in North Dublin City have been reconfigured with staff redeployed.
  - Night time crisis team established, first of its kind, in Dublin West and South West by redeploying staff.
  - Unsuitable mental health facilities transferred from Portrane to St Vincents Fairview with staff co operation and redeployment.

- Progress has been made on putting in place HR shared services arrangements in the Health Sector in the areas of recruitment, pensions management and personnel administration.
- Implementation of a voluntary early retirement scheme and voluntary redundancy scheme in late 2010 under which 1,626 whole-time equivalent staff left the public health service, with gross savings of €60m.
- Implementation of a Single National Procurement Operating Model for the health service. This is bringing reduced costs, increased efficiency and eliminating duplication of activity in the service.

### **Key deliverables for 2012**

Given the financial and staff reductions impact of the “grace period” retirements, change needs to be accelerated in order to lessen the impact on services. The revised Health Sector Action Plan for the coming year includes:

- Managing service delivery against a backdrop of budget reduction for the sector of €750m.
- A reduction in overtime (15%), allowances (10%) and agency (50%) expenditure.
- Managing the impact of the grace period retirements in the health sector with staff co-operation with necessary redeployment and reconfiguration of services.
- All local managers to review current rosters to establish whether they are optimised to meet current and expected service needs. The rostering reviews will also include an examination of skill-mix. New rosters will be developed as necessary to ensure the optimum use of staffing resources.
- Greater flexibility by consultants in respect of attendance patterns reflecting the need to have some services delivered on a 24/7 basis within a 5/7 working week.
- Reduction in management layers in the health service to consolidate numbers and better reflect more streamlined management roles.
- Introduction of the extended working day across all therapy grades.
- Implementation of the findings of the work practice review of the ambulance services.
- Strengthen primary care services with staff moving from hospital to community settings and changing rosters as appropriate.
- A major change programme is taking place within child and family services which is requiring the co-operation of all parties involved.
- Roll out of a health sector wide performance management system for staff. Phase 1 focuses on senior management grades.

- Co-operation with reassignment of functions between the HSE and the Department of Health.

## **4.2 Prisons Sector**

### **Key progress to date**

- The Irish Prison Service is dealing with greater prisoner numbers with reduced staffing complements (e.g. current staffing levels are over 300 below previously agreed levels and this reduction in staffing has occurred in tandem with an increase in the prisoner population which has at peak times been 12 % higher than at the time of the signing of the Agreement). To address the challenges this poses the IPS are engaged in a significant restructuring and modernisation process.
- Under the Agreement, the Service has introduced changes to the way in which prisons are run to improve efficiency and secure savings through the introduction of new policies and processes to support the enhancement of prisoner services while still allowing for the reduction in staffing. This includes the introduction of new policies providing for prisoner regimes and services to be linked to prisoner behaviour and engagement with rehabilitative and reintegration services. Minor capital work and the introduction of new IT systems are also supporting new working practices that reduce staffing requirements.
- A programme of efficiency reviews ('Task Reviews') of individual institutions is almost complete. When completed by the end of this year, this process will have helped to deliver annual savings of €21m. These Reviews involve a 'root and branch' examination of all tasks, posts and processes within every institution in the Prison Service and are carried out in conjunction with staff representatives.
- New prisoner accommodation at Wheatfield and Limerick Prisons were opened with reduced staffing requirements. New prisoner accommodation was opened at Wheatfield prison in September 2010 with a staffing complement of 82. Without agreement on new working practices the number of staff required to open and operate this new accommodation would have been 112 staff. This represented a saving of 30 staff and a €1.5m per annum cost avoided.
- Agreement was reached and a circular has been issued by the Department of Public Expenditure & Reform that will result in the redeployment from the Civil Service of 130 staff into new Prison Administration Grades which in turn is releasing prison officers from office work to front line prison work.



### **Key deliverables for 2012**

- Roll out of the New Prison Administration and Support Grades which will deliver €3.1m in savings and free up prison officers for front line work.
- Development of three campus structures at West Dublin, Midlands and Mountjoy for the purposes of unified governance, shared services and shared staffing arrangements is in progress. This will replace 8 existing structures.
- Open new prisoner accommodation based on more efficient staffing models at the Dochas Centre, Midlands and Mountjoy Prisons.
- Introduce processes to foster greater inter-agency co-operation in the criminal justice sector and community sector.

### **4.3 Education Sector**

#### **Key progress to date**

- Reduction of 6,000 posts of responsibility in primary and post-primary schools, with a consequential saving of €36m annually. These posts broadly equate to promotion posts in teaching and their number will continue to decline in line with the ongoing moratorium.
- New redeployment procedures for second level teachers were implemented in advance of the 2011/2012 school year resulting in the elimination of a surplus of some 200 teachers (full year saving of €10m).
- Redeployment procedures at primary level were implemented in advance of the 2011/12 school year with some 950 surplus teachers with an estimated full year saving of €50m.
- In addition, re-deployment of in excess of 40 surplus staff across 10 organisations in the Education sector.
- A programme of rationalisation of Vocational Education Committees (VECs) has been progressed which will reduce the number of VECs from 33 to 16.
- A single student grant scheme has been introduced whereby a single agency will administer the scheme. 4 schemes administered by 66 bodies replaced by 1 scheme administered by 1 body (City of Dublin VEC). This will result in a reduction of 105 in the number of staff processing grant payments. While there will be some upfront costs during the transition period, for the years 2013, 2014 and 2015 there will be an estimated saving on the overall cost of grants administration in the region of €2.4m, €5.5m and €5.6m respectively.
- New contract terms for Special Needs Assistants (SNAs) have been introduced which will give greater flexibility to schools and clarify the duties of SNAs including increased flexibility in organisation of working time provided by more than 10,000 SNAs in schools, which means that SNAs are available to work for 72 hours annually outside of the regular school day for use at the discretion of school management.

- Grievance and Disciplinary Procedures for SNAs have been agreed and implemented in all schools.
- Revised contract terms have been agreed for academic staff in Universities which provides for an additional hour per week to facilitate teaching and learning in the university.
- Capping of qualification allowances at honours degree level for both new teachers and existing teachers who obtain further qualifications.
- Over the period since the Agreement commenced, student numbers have increased by more than 10% in the third level sector, while staff numbers decreased by over 7%. In terms of productivity, the student-to-staff ratio in higher education institutions has increased by over 18%.
- The merger of TI and LIT was approved by Government in June 2010, and the process was completed in September 2011. Cumulative savings thus far of approx €1.85m with further recurrent annual savings of approx €2.65m. In addition to this, the integrated organisation will give scope for a major increase in student numbers from circa 7,000 in the 2010/2011 academic year to 8,000 by academic year 2015/2016 (Increase of 14.3%).
- Additional working hours are being implemented in schools and the higher education sector resulting in increased teaching/lecturing time and the effective elimination of school closures. For example:
  - Teachers are delivering 2 million additional hours per year, thereby reducing the effects of activities such as school planning and staff meetings on tuition time, and reducing the incidence of school closure arising from these activities.
  - Flexibility in organisation of working hours enhanced in Institutes of Technology, means that lecturing staff are available to deliver an additional two hours lecturing per week. To date, this has resulted in the delivery of in excess of 110,000 lecturing hours annually.
- Shared Services and shared procurement projects have delivered savings in the Education sector. For example, in the University sector alone collaborative procurement has achieved estimated savings in the region of €18m in the following areas: advertising, purchasing of journals, photocopiers, lab gases, travel, electricity, lab supplies, waste management and computers.

### **Key deliverables for 2012**

- Put in place redeployment arrangements for academic staff in Institutes of Technology and Universities.
- Pursuing the implementation of revised contractual terms and conditions in 11 other higher education institutions.
- Further redeployment in schools to facilitate reduction of 700 posts from September 2012 in accordance with Budgetary measures.

- Pursue opportunity for shared service approaches across the sector to deliver efficiencies and savings, for example, in the areas of pensions, procurement, HR and finance.
- Implementation of restated/revised employment terms for SNAs.
- Formal establishment of 16 Education and Training Boards to replace 33 VECs.
- Implementation of recommendations from a review of lecturing matters in Institutes of Technology.
- Introduction of electronic attendance recording systems by mid-2012 for non-academic staff in IOTs.
- Introduction of appropriate performance management arrangements across the sector.

#### **4.4 Local Government**

##### **Key progress to Date**

- Local authorities have worked to deliver the same level of service to their local communities, given staffing and budgetary constraints. Between 2008 and end 2011, staff numbers have fallen by 7,499. In addition, there have been 971 retirements up to end February 2012 which will bring local authority numbers back to levels last seen in the 1980's.
- Consolidation and rationalisation has taken place across all local authorities to maintain critical services. Examples include the consolidation of depots/engineering areas, outdoor, and the creation of new teams to optimise the redeployment of reduced staff numbers, re-assignment of administrative work to ensure front line services are maintained.
- Non-Pay savings of €81.1m were reported for the first year of the Agreement.
- Better approaches to tendering among local authorities, for example, has led to considerable savings (for example a combined energy tender between South Dublin County and Fingal saved €4.1m).
- Outsourcing of refuse services and subsequent redeployment of surplus staff to other essential areas of work. Examples include South Dublin, Fingal and Kildare County Councils.
- The Household Charge and the Non-Principal Private Residence charge are both being delivered on a shared service basis for all local authorities by the Local Government Management Agency and are both available on line.
- Local authorities have taken steps to consolidate and improve services to the public, for example by putting in place a range of e-payment options and cross service customer service desks providing multi-services through telephone and in-house queries. Examples of services available online include

commercial rates, fines, dog licence fee, housing rent, housing loans and water rates.

### **Key deliverables for 2012**

- Establishment of dedicated Programme Management Office for reform in the sector.
- Implementation of the Local Government Efficiency Review Report aimed at achieving further efficiencies of operation. There are over 100 recommendations and there is an emphasis on recommendations in terms of staff and shared services.
- Local Authority amalgamations announced by Government will be progressed in 2012 and staff redeployed as appropriate. Joint management arrangements in local authorities will give rise to savings for example, in Limerick (target of €15m) and in Tipperary (€9m).
- Opportunities for shared service approaches to back office and front line service provision across local authorities will be progressed in 2012 and a detailed plan is being prepared by the Programme Management Office. Projects in back office areas include payroll, procurement and ICT. Other shared service projects are being progressed on an ongoing basis, for example, Offaly County Council are now operating a national waste collection permit office on behalf of all local authorities.
- A Local Authority Procurement Group has been established to oversee a procurement strategy. The strategy will promote increased co-operation between local authorities in procuring goods and services.
- An implementation plan is being developed to progress eGovernment in the sector.
- Merger of City and County Enterprise Board structures into Local Authorities and staff redeployed.
- Rationalisation of Motor Taxation Offices within and between local authorities.
- Deliver further savings on procurement through roll-out of regional procurement frameworks, identification of opportunities for regional/national approaches and maximising use of National Procurement Service frameworks.
- Standardisation of the working week across the sector.
- Implementation of Government's Decision in relation to Irish Water. Public consultation is ongoing and implementation will be progressed over 2012.

## **4.5 Civil Service and State Agency Sectors**

### **Key progress to date**

- Significant redeployment has occurred between Departments following the restructuring of functional responsibilities. The Public Appointments Service (PAS) has set up a resource panel system to facilitate redeployment.
- Staff co-operation with large scale redeployment of resources into the Department of Social Protection including:
  - The transfer of over 500 staff from other Government Departments to deal with increased demand arising from the Live Register;
  - 1,000 staff of the Community Welfare Service from the HSE to the Dept of Social Protection where the integration of the Service with the Social Welfare system will help to deliver improved services for citizens and savings to the Exchequer.
  - Some 700 staff from FÁS which will bring together employment supports and associated income support services in one organisation.
- The Top Level Appointments Committee (TLAC) was reconstituted with an external chair and majority of external members and open recruitment introduced for positions at the highest levels in the Civil Service.
- The Agreement has facilitated significant restructuring in the sector. For example:
  - A programme of office rationalisation is well underway in the D/Agriculture, Food & Marine – when complete this will see the closure of 42 out of 58 offices and 16 enhanced offices put in place with surplus staff redeployed.
  - Teagasc are reducing their advisory offices from 91 to 51.
  - The Courts Service has reduced the number of smaller court venues.
- Departments and Offices have worked to consolidate and reduce their accommodation requirements with assistance from the OPW. In 2010 OPW achieved rental savings of €8.75m and sold property assets for in excess of €5m. A further €1.5m in rental reductions had been achieved over the first 9 months of 2011.
- The National Procurement Service in the OPW has achieved greater efficiencies and value for money in the procurement of common goods and services for the Irish public service. By October 2011, 45 national framework agreements were in place for high spend requirements, with a total value in excess of €450m.
- Work has commenced on streamlining the five existing employment rights organisations.
- Work has been progressed on developing shared service approaches between Departments, Offices and their agencies in, for example, the areas of ICT,

finance and HR. Also the Civil Service Employee Assistance scheme has been restructured on a shared service basis.

### **Key deliverables for 2012**

- Further progress on the rationalisation of 48 state agencies, as announced by Government in November 2011, with a further 46 state bodies subject to critical review by Government by end June 2012.
- A revised Performance and Management Development System (PMDS) is being implemented in the Civil Service from this year.
- OPW will continue the management and rationalisation of its property portfolio including the disposal of surplus properties; reassignment of property released due to the reconfiguration of reduction of office space by Government Departments and Offices; and the conversion of higher cost leases to lower cost leases where opportunities arise.
- A review of the grading structure in the Civil Service is planned for later this year.
- Work on introducing a HR shared services operation for the Civil Service will be progressed and other opportunities for shared services approaches across the sector will be advanced to deliver savings and efficiencies. For example, the Departments of Education and Skills, Transport, Tourism and Sport will work to migrate payroll systems to the Department of Finance shared services centre in Tullamore.
- Departments, Offices and agencies will continue to review opening hours and working arrangements to ensure that business needs are met and with a view to delivering public services outside normal business times.
- Departments, Offices and agencies will develop approaches to better sharing of information to reduce burdens on citizens and business and to deliver administrative efficiencies. For example, work being taken forward by the Department of Social Protection developing an approach to sharing of means testing data.
- Greater efficiencies will be sought in payroll and pensions administration through reviewing the frequency of payments.

## ***4.6 Defence Sector***

### **Key progress to date**

- Redeployment of over 1,250 military personnel across the organisation.
- Introduction of a new promotion system for Generals, Officers and Enlisted personnel which reflect modern HR standards, including the elimination of seniority and the introduction of merit based systems of promotion at all levels.

- Retention pay for Air Corps pilots has been discontinued with a saving of €600,000 per annum.

### **Key deliverables for 2012**

- Extensive re-organisation of the Defence Forces to reduce the number of Brigades from three to two.
- Completion of the process of closing barracks, as announced by Government last year, and reallocation/redeployment of personnel.
- Implementation of recommendations of a Medical Review to deliver medical services in an efficient and effective manner.
- Review (1) existing arrangements for acting up and substitution appointments (2) the tasks attracting payment of security duties allowance and (3) Technical Grading of appointments and or classes of appointments for enlisted personnel.

## **4.7 *An Garda Síochána***

### **Key progress to date**

- Reduction of 925 in Garda members since 1<sup>st</sup> January 2010, while ensuring provision of a full policing service to the community.
- Outsourcing of the operation of safety cameras which provides 6,000 hours of speed monitoring and detection.
- Piloting of a performance management system in three Garda Districts to drive the organisation's vision of delivering policing excellence through the continuous development of Garda personnel at individual and team level.
- Significant progress in the area of civilianisation in such areas as the Garda Communications Centre, D.M.R and certain Immigration functions at Dublin Airport. In addition, Garda Staff Associations have agreed to pilot civilian Public Office Assistants in agreed Garda Stations. Civilian staff at the Garda National Immigration Bureau, Burgh Quay are now operating the automated fingerprint identification system (AFIS).
- Introduction of Electronic Funds Transfer (EFT) for all Garda salary payments are now made by. The organisation is now focusing on eliminating remittance advice slips for Expense payments including Travel & Subsistence and providing them by electronic means.
- Malicious Injury compensation scheme for Garda members now agreed. Claims will be dealt with out of court reducing legal and medical costs. The heads of bill are being drafted by the Department of Justice & Equality.

## **Key deliverables for 2012**

- Implementation of new roster system on a national pilot basis from the 30<sup>th</sup> April 2012. It will allow for the more flexible deployment of Gardaí to meet the supply of services at critical times, particularly at weekends, without recourse for overtime.
- Development of a Strategic Framework for transformational change in the delivery of policing services. As part of our service delivery process, the closing of certain Garda Stations, with reduced opening hours for other stations, as announced by the Garda Commissioner, will be completed in 2012. This will also result in the effective redeployment of staff and reduced estate and operating costs.
- In areas of business process improvement, identify and attain efficiencies through a review of current practices with certain volunteer sectors of the Community. Develop initiatives between the Irish Prison Service, Court Service, HSE and Department of Transport, Tourism and Sport and identify areas that will generate efficiencies and cost saving opportunities among these agencies.
- Conduct a spending review of the ancillary costs associated with training in both the Garda College and at centres of continuous professional development in the organisation. The funding approach to the conduct of these courses will be examined, with a view to generating tangible cost savings, for example, in the area of payment of certain allowances.