

1st Report to the Implementation Body on the Implementation of the Civil Service Action Plan under the Public Service Agreement 2010 –2014

Introduction

The following report on progress on the actions specified by Government Departments¹ and bodies was requested by the Implementation Body under the Public Service Agreement 2010 – 2014 (Croke Park Agreement). The report was compiled from the returns received from Departments and Offices, which also set out some of the efficiencies and improvements in delivering services that have been or are being achieved.

This Report highlights examples of where progress has been made under the themes of Better Human Resource Management; Better Business Processes, and Delivering for the Citizen across a sample of Government Departments and Non-Commercial State Agencies. It is not a full composite report of each action reported. More detailed reports on each individual Department and Non-Commercial State Agency and their progress in implementing their Action Plans under the Agreement are published on their respective websites for information.

In most cases Departments are reporting progress in line with their timeframes on specific issues, most importantly in terms of reductions in staffing numbers. Where a majority of Departments reported progress, it is listed in green in this document. Even at this early stage though, some Departments are recording difficulties in progressing issues. These in general relate to external issues, e.g. the need for legislation, rather than any industrial relations difficulties - there has been none in the Civil Service in the reporting period.

It is important that these matters are addressed in order to meet the ambitious targets for public service reform set out in the Programme for Government. The position on delivery will be further reviewed in the next Report.

Main Areas of Savings

In regard to Government Departments, the main area for savings is found in the progressive reduction of numbers employed in the public service in accordance with the Employment Control Frameworks, the targets as set out by the EU/IMF and commitments under the Programme for Government. However Departments have collectively made a significant effort to maintain or improve services as numbers fall and as other costs are restricted. In regard to Non-Commercial State Agencies, given that the sector accounts for a small proportion of the numbers employed in the public service, the main areas for improvements relate to better business processes and securing efficiencies leading to better approaches to delivering services. It is anticipated that further savings will be made as the Government's programme for rationalising State Agencies is implemented. Some progress has also been reported in efforts to improve

¹ Departments reported in accordance with their remits prior to the formation of the current Government.

the managing performance of staff; better control and management of sick leave arrangements; increased staff flexibility; application of technology and reduction of backlogs.

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		<p>peak demands or backlogs, or to ensure that services are reoriented to customer delivery. Redeployment should also facilitate a better use or reinforcement of available capacities or skills across Departments and Agencies. These include those identified by the Departments of Justice and Law Reform, Agriculture, Fisheries and Food, and Enterprise, Trade and Innovation..</p> <p>Further redeployments will arise in the context of Government decisions, including from the budgetary process.</p>	<p>redeployment has taken place in the context of structural re-organisations or levies, both of which are specifically recognised in the Croke Park Agreement, and within Departments and Agencies in response to the overall reduction in public service numbers, and the losses to levies and trawls in some cases. Almost 500 staff transferred, mainly under levies and trawls, to the Department of Social Protection and the CSO (census), and a further 2,000 or so HSE and FÁS staff are transferring to the Department of Social Protection with their functions.</p>
Performance Management 1.13 4.12	Q1 2011 - Q2 2011	<p>Measures to address the main issues arising from the PMDS Review required under General Council 1452 will be identified and implemented. Centrally we will:</p> <ul style="list-style-type: none"> ○ Introduce measures which strengthen the approach to tackling underperformance in the Civil Service ○ Strengthen links between PMDS and disciplinary process ○ Proactive monitoring of and promotion of better technical structures for completion of PMDS throughout the Civil Service ○ Increase awareness of issues identified in the survey carried out as part of the review at end of 2009 among Departments <p>Individual Departments and Offices will tackle underperformance, strengthen management of individual performance and use individual quantitative and qualitative performance targets with a strong focus on increasing productivity in the context of lower staff numbers, including the use of technology to measure performance.</p>	<p>Training and Guidelines for Managing Underperformance in the Civil Service and related HR policies such as the Civil Service Disciplinary Code were rolled out to all HR Units (approx 100 staff) in the Civil Service at the end of March. These guidelines also clarify the links between PMDS and the disciplinary process. Departments have been asked to consider what they need to do now to strengthen the management of underperformance within their Department. This should include the delivery of training on underperformance and related policies based on the guidelines to their line managers. Department's actions on this will be reviewed later in 2011.</p> <p>Returns from the 2010 PMDS Compliance Review were received from Departments/Offices in early May, which is significantly earlier than in previous years, and will be circulated to all Departments shortly.</p> <p>Some Departments have reported progress in this area, for example, guidelines for managers in the management of underperformance were approved and disseminated in the Department of Enterprise, Jobs & Innovation (July 2010) and information sessions on their content were provided in November and December 2010. The Department of Social Protection has, in conjunction with the Department of Finance, developed guidelines and training on managing underperformance. This will be rolled out as a priority to DSP</p>

			managers during 2011. Revenue has prepared draft guidelines on quantitative and qualitative target setting which will be circulated to the appropriate stakeholders for consideration.
Recruitment 1.13, 1.4 1.8 4.9		The Senior Public Service, under the aegis of the Department of the Taoiseach, has been initiated (in December 2010) within the Civil Service, and will subsequently be extended to the wider Public Service. The initial focus will be on:	
	Q1 2011	- Development of a website to provide information to the general public and to provide a secure and confidential communication channel with members.	Website and extranet are currently being finalised and tested.
	Q1-Q2 2011	- Agreement of Protocol by Government for operation of the SPS.	
	Q1-Q2 2011	- First round of moves within the Civil Service.	
	Q2-Q3 2011	- Put in place targeted training and development on foot of training needs analysis.	
	With immediate effect.	Top Level Appointments Committee (TLAC) will be reconstituted to increase representatives from outside the Civil Service, with an external chairperson. Open competition for positions at the highest levels in the Civil Service and State Agencies.	TASK COMPLETED The Government decided on 5 April 2011 to proceed with the reconstitution of TLAC.
Reconfiguration 1.7 1.8 1.9. 4.3 4.4 6.3 6.4	Ongoing over the Lifetime of the Agreement	Organisational reconfiguration to meet business priorities, including of structures based on longstanding geographic or functional divides, will be pursued at Departmental or body level. Such reorganisations include those being pursued in relation to Courts Administration by the Courts Service and by the Department of Agriculture, Fisheries and Food.	In the Courts Service the programme to rationalise the number of court venues is continuing. 17 venues have closed during the reporting period. 1 more will close in early May. Further proposals will be considered. Separately, an exercise has been initiated to rationalise the sittings of the High Court on circuit and integrate them with High Court personal Injury sittings in regional venues.
Reconfiguration 1.7 1.8 1.9 4.3 6.3 6.4	Commencing and 2010	Government Departments and Offices will reduce office requirements in line with opportunities provided by the rationalisation of services and reduction in public service numbers. Departments will also cooperate fully with the OPW in rationalising and economising on the use of Civil Service office space. Such rationalisations include those that will be pursued by the Revenue Commissioners,	In the Department of Agriculture, Fisheries and Food the programme of local office reorganisation is well advanced and on schedule to be completed by the end of 2012. The Office of Public Works has surrendered in excess of 27000 square metres of office space in 2010. Sale of property assets realised in excess of

		Department of Agriculture, Fisheries and Food, Enterprise, Trade and Innovation, the Oireachtas Service and the OPW.	<p>€5m.</p> <p>Revenue are continuing to review smaller offices (with less than 25 staff) to ensure that less efficient operations are integrated into larger centres and that efficiencies are achieved in accommodation overheads. The Department of Enterprise, Jobs and Innovation is working to consolidate its buildings network in Dublin. An outline policy submission is being prepared for the Management Advisory Committee in the Oireachtas for end June 2011 on the potential to relocate staff to one larger building and surrender accommodation dispersed over a number of buildings.</p>
<p>Resource management</p> <p>1.4</p> <p>1.10.</p> <p>4.4</p>	From 2011 and ongoing over the Lifetime of the Agreement	Departments and bodies will review how work is organised and the grade level appropriate to particular tasks, to ensure that work is carried out by the most appropriate teams and at the lowest appropriate level within each organisation and to eliminate unnecessary grade drift in decision making. Teams will be built or work distributed where necessary across existing or traditional functional or geographic demarcations. This will include revising Departmental grading structures and creating or expanding cross functional reporting arrangements or cross-functional teams. Departments where this will occur include the Departments of Agriculture, Fisheries and Food, Communications, Energy and Natural Resources, Environment, Heritage and Local Government, Social Protection, Health and Children, Education and Skills, the OPW and the Property Registration Authority.	<p>In comparison to an overall reduction in numbers of 2.2%, there has been a 7.2% reduction in the number of managers (at Principal Officer grade) in the Civil Service as a result of the efforts to reach the targets set for the reduction in numbers. This has required reconfiguration across Departments and is taking place on an ongoing basis.</p> <p>Examples of specific progress that has been made in some Departments include the Department of Health stating that the introduction of cross stream reporting has led to significant increased capacity at senior management level. In the OPW matters are proceeding at local level. In the Department of Environment, Community and Local Government arrangements have commenced in two areas and in the Department of Education and Skills the use of multi disciplinary team working and cross stream reporting is ongoing.</p> <p>However, progress is slower in other Departments with the Department of Agriculture, Fisheries and Food reporting that the proposal document is currently being drafted and the Department of Communications, Energy and Natural Resources stating that anticipated cross agency cooperation will commence shortly.</p>
Resource			

management 1.8 4.2	By end 2011	Restatement and simplification of the circulars and other documents that comprise the personnel code.	This task is currently underway.
Recruitment 1.7 1.13 4.3 4.11 4.18 6.3.1 (i) 6.3.3	With immediate effect	<p>Avail of services of PAS to maximise efficiencies in open recruitment; targeted use of recruitment licences to recruit specific skills (while complying with employment control frameworks)</p> <p>Subject to the terms of the moratorium, increase specific skills levels, including both analysis and policy making skills and technical skills, in Government Departments and Offices using redeployment and retraining in the first instance, followed where necessary by open recruitment, There will be open recruitment of specialist ICT staff at all grade levels as appropriate.</p> <p>In the context of central discussions, review and revise eligibility requirements to support cross-stream opportunities as appropriate</p> <p>Departments and Offices will avail of the FAS Work Placement Programme.</p>	<p>The Public Appointments Service has put a centralised system in place to allow the office to handle the redeployment process and have rolled this out to all civil service clients.</p> <p>The Programme for Government 2011 provides for all appointments at Principal Officer level and above will be open to external competition and at least one-third of such appointments will be reserved for candidates from outside traditional civil service structures for a 5-year period.</p> <p>The new system of recruitment to higher levels (see above) is aimed at improving the skills base and providing better policy analysis. This will meet the commitment in the Programme for Government to ensure greater rigour in policy making. It will also facilitate the introduction of outside expertise, particularly in change management. While the moratorium remains in place, this process will, inevitably, be gradual. However a start has been made for example, the Department of Finance is in the process of recruiting a senior HR Manager.</p> <p>The moratorium on recruitment and promotion remains in place in the civil service, local authorities, non-commercial state bodies, the Garda Síochána and the Permanent Defence Forces.</p> <p>Decisions in respect of future recruitment campaigns will be taken in the context of the business needs of the relevant organisation, the moratorium on recruitment and promotion and any redeployment arrangements agreed for the civil and public service.</p> <p>From June 2010 to end March 2011, 19 Departments have made available 164 placements, 65 offered and 54 accepted to date.</p>

Attendance Patterns & Management 1.4 1.8 4.9	Ongoing and over the Lifetime of the Agreement	Worksharing arrangements will be better managed by Departments and Offices by altering individual work sharing arrangements as appropriate in line with the terms of Circular 11/2010, issued in August 2010. That Circular updated the provisions applying to the duration and modification of worksharing arrangements and provides for regular review of individual arrangements to meet the business needs of both the organisation and the needs of staff.	This task has been completed – this revised policy has been issued to all Departments and Offices.
Attendance Patterns & Management 1.4 1.8 4.9	10% reduction in days lost by end 2011	Each Department and Office will manage sick leave more effectively, with a target for a 10% reduction in days lost by end 2011 with further reductions thereafter, in accordance with Department of Finance Circular 9/2010 issued July 2010.	Department of Finance is facilitating a working group of Personnel Officers to identify and achieve appropriate targets. The recording and monitoring of sick leave is a matter for individual Departments and Offices. Some Departments have reported progress in meeting the target. For example, the Department of Education and Skills has reported a 12.9% reduction in days lost and the Department of Social Protection has reported a 6.3% reduction, while the Department of Agriculture, Food and Fisheries has reported that if current trends continue over the 12 months to end July 2011 then it expects to meet the target.
Better Business Processes: Actions under this heading would include efficiency measures and improvements to the processes by which Department delivers its services to the public, including changes to the technology used, better data management, including around identity, and so on.			
Terms of Agreement 2010 - 2014	Target Date as per Current Action Plan	Action	Comment
Business Process 4.13	<p>Business Process improvement will form an ongoing part of service delivery</p> <p>A series of pilot projects will be identified during Q2 2011</p>	<p>A programme of Business Process Improvement is in place to bring about, on a continuous basis, administrative simplification, improved services to customers and value for money. This will involve building on and enhancing improvements already underway and mainstreaming benefits from existing resources including IT resources.</p> <p>Areas covered will include:</p> <ul style="list-style-type: none"> the provision of additional services online; reduced data entry; reduced collection of duplicate data through better data sharing between public bodies; the centralisation of transaction handling. <p>Any relevant legislation will be reviewed.</p> <p>Based on experience in other sectors a number of principles will be applied to re-engineer public services at the point of delivery. These include:</p>	On target to identify a series of pilot projects during 2011.

		<ul style="list-style-type: none"> • movement to risk based compliance; • filtering of applications; • use of trust relationships to obtain data; • greater use of self-service. <p>Advancement of projects in all areas of Business Process Re-engineering will form a key underpinning for developments right across the e-Government agenda.</p> <p>Specific areas where this will be pursued include the Justice sector, where there is significant scope to streamline the inter-related operations of the Courts Service, the Garda Siochana and the Irish Prisons Service, the Revenue Commissioners, the Departments of Agriculture, Fisheries and Food, Enterprise, Trade and Innovation and Social Protection and the Central Statistics Office.</p>	<p>The Department of Social Protection has introduced Business Process Improvement (BPI) training to all front line managers from Q3 2010 and commenced internal BPI initiative to improve training admin processes (due for completion Q4 2011). There is ongoing development of new processes and systems to support the integrated functions of the transformed organisation. The Department of Agriculture, Fisheries and Food have undertaken a number of business improvement processes including the implementation of a more cost efficient, flexible and integrated inspection service. In the Department of Enterprise, Jobs and Innovation a BPR has been completed on Employment Appeals Tribunal and Rights Commissioner Service of the LRC.</p> <p>The CSO is continuing to improve its online statistical dissemination services and streamline the internal work processes and systems for the production of statistical releases. In business statistics it is working to further advance the use of administrative data sources, electronic data capture and linkage between data sources using Business Process components.</p> <p>Revenue are implementing continuous improvement initiatives e.g. lean business process reviews and quality assurance programmes. This has led to for example, efficiencies gained in the ESE Region with the centralisation of the Tax Clearance Certificates function and provision of a dedicated 1890 phone line for customers. The Department of Justice and Equality has rolled out its corporate directory, performance management, business planning and leave management applications across the sector. A Discussion Forum for the Coroner's Service is under development. The Department has established an ICT Governance Group to give strategic oversight</p>
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Greater Efficiencies 4.13 4.16	Q2 2011 2011	<p>Expand the use of Electronic Funds Transfer to 100% of payments to staff and suppliers.</p> <p>Greater efficiencies will be sought in payroll and pensions administration, including through reviewing the frequency of payments.</p>	<p>All Departments and Offices have been instructed to move all civil service staff to the EFT system of salary payment. Arrangements for Electronic Fund Transfer for those staff still not in receipt of such payment for salary purposes is in the process of being implemented by Departments and Offices.</p> <p>For example, the Department of Education and Skills is introducing enhanced on-line payroll facilities for schools through an on-line claims system (OLCS) with the first phase from February 2011.</p>
Shared Service 1.11 4.13 4.15	Indicative timeline for HR shared service implementation: July 2011 – completion of tender process for external assistance;	<p>There will be a greater use of shared services, utilising the full range of service delivery options, across the sector with a view to achieving savings and bringing about improvements in the delivery of services. Areas that will be targeted include:</p> <ul style="list-style-type: none"> •human resource management, •payroll, •pensions administration including the new public service pension scheme, 	<p>HR shared service implementation in progress and in accordance with timeline.</p> <p>The Public Service Pension Scheme: Draft legislation is at an advanced stage and is being finalised by the Office of the Parliamentary Counsel and the Departments of Finance/Public Expenditure and Reform. Under the IMF/EU</p>

	<p>Q3 2011 Commence set up phase; Q2 2012 Commence transition phase; Q4 2014 HR Shared Service live</p> <p>Planning of other shared services underway</p>	<ul style="list-style-type: none"> •financial management •ICT. <p>The public service pension scheme will be introduced from 2011.</p> <p>Sectoral, Departmental or Office functions may be migrated to existing or new service operations where appropriate, including to or from subsidiary agencies, or to new local shared service facilities developed in cooperation with other parts of the public service, including those specifically indicated in the Action Plans of the Departments of Agriculture, Fisheries and Food, Communications, Energy and Natural Resources, Community, Equality and Gaeltacht Affairs, Justice and Law Reform, Finance and Enterprise Trade and Innovation and the Oireachtas Service.</p>	<p>Programme, the legislation is required by the end of Q3 2011.</p> <p>The Department of Agriculture, Fisheries and Food has made significant progress in the provision of IT services to its state agencies and to the Department of Communications, Energy and Natural Resources. A further sharing of IT services is proposed.</p> <p>In the Department of Enterprise, Jobs and Innovation, the Department's ICT Unit has begun a process of exploring with equivalent functions in the Agencies opportunities for increased cooperation, shared procurement and shared services. As a first step, information is being gathered on ICT systems and technologies in place to identify opportunities for increased cooperation and/or shared services. A similar information gathering process has been initiated to identify any opportunities for shared procurement. In parallel to this, an online collaborative forum has been established for ICT staff in these bodies, and plans are in place to increase the value of this service by extending it gradually to other public service bodies.</p> <p>The Department of Environment, Heritage and Local Government is taking a lead role regarding the provision of shared services amongst its agencies. A detailed survey to examine the potential for, and barriers to, shared services is currently underway and the results will ensure a common understanding of the issues involved and inform the next steps of the process. The Department of Justice and Equality IT Shared Service is providing a common set of IT applications for centralised desktop, data storage facilities and website templates across the Department and 23 other offices and agencies.</p>
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Procurement 1.10 1.11 4.13 4.15	Commenced in 2010 and ongoing over the Lifetime of the Agreement	<p>The National Procurement Service will organise the procurement of common goods and services across the public sector, provide professional procurement advice to the public service; assist, where appropriate, with specialist procurement being undertaken directly by public sector bodies; develop targeted and accredited procurement training and education and integrate whole of Government policy issues (e.g. SMEs, environment, sustainability) in public procurement policy and practice. In addition the National Procurement Service will manage the operation and upgrading of the E-tenders Website.</p>	<p>The NPS has identified the areas of top procurement expenditure categories and is concentrating its efforts in on devising appropriate strategies for these categories. The NPS is putting in place national aggregation / framework arrangements for the procurement of energy (gas and electricity), stationery and office supplies, ICT consumables, managed print services, print media advertising, personal protective equipment, janitorial supplies, vehicles, clothing and insurance.</p> <p>The NPS launched a new website www.procurement.ie on 14 April 2011 to facilitate public sector buyers and suppliers.</p> <p>The evaluation of tenders for the new eTenders system commenced on 20 April 2011.</p> <p>The NPS has also hosted 28 Supplier and Buyer Education Events and has participated in training sessions/workshops for in excess of 500 SMEs on public procurement issues.</p> <p>SME participation: Guidance on SME access to public procurement opportunities was issued by</p>

			<p>NPS/ Dept. of Finance in August 2010. The guidance sets out policy and measures to facilitate small and medium sized enterprises (SMEs) in competing for public contracts. It highlights practices that are to be avoided because they can hinder small businesses who would be interested and capable of competing for public contracts.</p> <p>Environment / Sustainability: The NPS / Dept. of Finance are collaborating with the D. Environment, Community and Local Government in producing a Green Public Procurement Action Plan.</p> <p>Stakeholders in the public procurement market are currently being consulted on the draft Plan.</p>
Inspection Services 1.10 4.14	By end 2011	Reorganisation of Inspectorates to ensure effective delivery of functions. Such reorganisations include those specifically referred to in the action plans submitted by the Departments of Agriculture, Fisheries and Food, Community, Equality and Gaeltacht Affairs, Education and Skills, Enterprise, Trade and Innovation and Health and Children, and the Revenue Commissioners.	<p>In the Department of Agriculture, Fisheries and Food, a programme of re-organisation and restructuring, including the amalgamation of Divisions and the use of increased flexibilities within the Inspectorate, has seen staff numbers drop from 253 to 199, a reduction of 21%.</p> <p>Agreement has been reached on the reorganisation of the Inspectorate in the Department of Education and Skills which will operate out of 7 rather than 10 regional structures and that the National Educational Psychological Service will operate out of 8 rather than 10 regional structures.</p>

Delivering for the Citizen: Actions under this heading would include efficiency measures and improvements to the processes by which the Civil Service delivers its services to the public, including changes to the technology used, better data management, including around identity, and so on.

Terms of Agreement 2010 - 2014	Target Date as per Current Action Plan	Action	Comment
Customer centred delivery 1.4 4.4		In line with the Civil Service Quality Customer Service Initiative, Departments and Offices will revise existing customer service delivery practices, including communications, and apply customer-oriented arrangements that are consistent with operation and business needs and the resources available. Such revised customer-oriented arrangements will be applied in the Departments of Justice and Law Reform, Social Protection and Enterprise, Trade and Innovation.	<p>The Department of Enterprise, Jobs and Innovation reduced the review period for examining employment records of employers to one year effective from 1 March 2011.</p> <p>The Department of Social Protection is working to implement a customer contact centre. All HQ buildings are now on this platform. A review of the Department's telephony strategy is planned for 2011 which will inform plans for the implementation of a customer contact centre. Also a tendering process is underway for a new claim processing and payment system for Redundancy and Insolvency schemes featuring on-line claiming and electronic payment facilities. The development</p>

			<p>is scheduled to commence in Qtr 2 2011.</p> <p>A new immigration regime for student visas was introduced in Irish Naturalisation and Immigration Service on 1st January 2011. A special support unit was established to deal with student queries. The new regime was developed in consultation with major stakeholders and contributes significantly to Ireland's positioning as a quality destination for international students.</p>
<p>New technology 4.13</p>	<p>Over the lifetime of the agreement The 2011 EU eBenchmark Report (due shortly) is expected to show significant improvement in Ireland's performance.</p>	<p>Departments and Offices will review areas where services are delivered to customers and the public and migrate to online service provision to maximise efficiencies and provide enhanced customer service. Introduction of new technologies will be regarded and implemented as the norm. Examples of such enhanced customer service include –</p> <ul style="list-style-type: none"> - The introduction of the Public Services Card by the Department of Social Protection for use by all public service bodies, - revisions to Live Register and related claim and payment processing systems, - On-line application for renewal of passports within the Department of Foreign Affairs, <p>and a range of others as indicated in the action plans submitted by the Departments of Enterprise, Trade and Innovation, Environment, Heritage and Local Government, Justice and Law Reform, Education and Skills, Tourism, Culture and Sport, the Property Registration Authority and the Courts Service.</p>	<p>Significant progress continues to be made with eGovernment. The EU Commission's eGovernment 9th benchmark report, published in February 2011, shows that Ireland now achieves a 100% rating for all of the services included in the Benchmark and is ranked 1st of 32 countries for online provision of information and services, for the online sophistication of its services, for eProcurement availability, and for integrating services as "life events" for both businesses and citizens. An eGovernment progress report is currently being prepared for submission to Government in May 2011. A new eGovernment Strategy will be prepared in late 2011.</p> <p>Department of Enterprise, Trade & Innovation: An eForm is being developed for Employment Appeals Tribunal claimants which will be on line by June 2011. However full electronic filing only on delivery of upgraded IT system at the EAT. Extension of E-signature for all applications to DEJI and Offices and Agencies is being examined.</p> <p>Department of Environment, Community & Local Government: The Department has established an e-Planning Implementation Group to lead and coordinate range of e-planning initiatives. Phase 1 of a Web-based system for distributing and archiving circulars/templates to local authorities has been implemented, the second phase will include public access. A pilot project has been initiated for e-Referral of development applications by local authorities.</p> <p>Department of Justice and Equality: Introduction of an online/ E-Fill application process for licence applicants is under consideration by the Private</p>

			<p>Security Authority: Implementation of a case management system for the Irish Naturalisation and Immigration Service is on target for roll-out in quarter 4 of 2011.</p> <p>Department of Education and Skills: A facility to allow schools to apply on-line for grants under the Summer Works Scheme is currently being developed. This project is scheduled to go live in late 2011</p> <p>Department of Tourism, Culture & Sport: In regard to a new grant application system, the Introduction of on-line procedures by Culture Ireland for funding applications is on target. Progress of this Sports Capital Programme element of this project is ongoing and it is expected that an improved grants management system for the will be in place by the end of 2011.</p> <p>Department of Foreign Affairs: In regard to the passport renewal service, the current support & maintenance contract expires in early 2012. In view of current funding constraints it is considered more cost- effective to pursue this proposal in the context of the invitation to tender for the new contract.</p> <p>Property Registration Authority: provision of on line services to the general public by the extension of www.landdirect.ie will commence in July 2011.</p> <p>Courts Service: A Courtroom Technology Group is examining ways to increase the use of Courtroom Technology and realise the possible savings for the Courts Service, Gardai and Prison Service which would be generated by the giving of evidence by videolink. Digital Audio Recording equipment is being used in the High Court. An Interim Case Management System is now implemented in the Criminal Courts of Justice. Discussions are ongoing in relation to further extension of the system to Circuit Court offices outside Dublin.</p>
Identity Management 1.10 1.11 1.14 4.13 4.15	From 2011.	Development and implementation of a centralised Identity Management Solution. This will require legislative provision. It will provide – <ul style="list-style-type: none"> System to facilitate online authentication of individuals to access all online public services requiring authentication of identity 	Work has commenced on a production system. The initial application (PPSN validation) will be available in Q3.

		<ul style="list-style-type: none"> Facility to look up persons and find related records PPSN validations Reference matching of a large quantity of records to ensure that they are correct 	
New technology 1.10 1.11 1.14 4.13 4.15	Market engagement, research and trials are underway, continuing during 2011	<p>Development and implementation of “cloud computing” provision of ICT infrastructures, applications and services leveraging existing departmental facilities where appropriate.</p> <p>This will be developed/implemented in phases on the basis of research/trial outcomes. The initial phase will seek to devise approaches for shared co-location of infrastructure and centres of excellence.</p>	<p>Trials are ongoing with 4 of the large multinational ICT companies – initially on email solutions. Additionally, work is underway with a number of companies on trial developments of private-cloud apps. Work is also continuing on the development of diverse hosting locations on the private government network. The outcome of these research exercises will determine the next steps.</p>
New technology 1.10 1.11 1.14 4.13 4.15	From early 2011.	Development and implementation of shared technical approaches for the use of phone systems, call recording and call traffic routing	<p>Most Departments, Offices, Councils and Universities have now implemented the necessary technology to avail of cheap telephony and call routing. Further work is continuing on solutions to reduce the cost of 18XX services for both customers and public bodies.</p>
New technology 1.10 1.11 1.14 4.13 4.15	Q2 2011	Development and implementation of a Shared/Unified Automatic Vehicle Location System	<p>The initial users are An Garda Síochána and the HSE Ambulance Service. The network has been implemented, and the system has been procured. Implementation of the system is now underway and on schedule. Once implemented, it will be available on a shared basis to all other agencies with similar requirements at relatively low cost.</p>
New business process 1.10 1.11 1.14 4.13 4.15	Q3 2011	Changes and improvements in Control Centre configuration for the security and emergency services	<p>A unified/shared “Integrated Command and Control Solution” (ICCS) has been procured and implemented in Dublin. It is currently being used by An Garda Síochána. HSE Ambulance Service will come online later this Quarter. Development of a secondary backup site is also underway.</p>