

# **PUBLIC SERVICE AGREEMENT 2010-2014 (CROKE PARK AGREEMENT)**

## **SECOND PROGRESS REPORT ON CIVIL SERVICE ACTION PLAN**

### **April 2011 to September 2011**

#### **Introduction**

The following report on progress on the actions specified by Government Departments 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 during the reporting period – April 2011 to September 2011.

Key areas of progress reported in this period include:

- Further reductions in staff numbers of around 200 in the Civil Service over the period - numbers remain on course to reach the end 2011 target.
- Further progress is reported in the area of redeployment, including the redeployment of more than 1000 staff of the Community Welfare Service from the HSE to the Department of Social Protection who legally transferred from the HSE and officially became civil servants on the 1<sup>st</sup> October 2011. Further progress is also reported on the redeployment of 700 Fás staff to that Department. There have also been extensive redeployments and reassignments within the sector during the period as changes to Departmental boundaries have been implemented and the new Departments of Public Expenditure & Reform, Children & Youth Affairs and Arts, Heritage & the Gaeltacht have been established.
- Further progress has been made on reducing office requirements and the OPW report that they have secured €1.5m in rental reductions to date in 2011.
- While complying with the Employment Control Framework, Departments and Offices have reported progress on increasing specific skills levels, including with the assistance of the Public Appointments Service.
- Departments have reported further progress in the area of reconfiguration and business process re-engineering and the Department of Public Expenditure & Reform has established a Business Process Improvement unit to assist Departments in this area.
- Significant progress is being made in the area of procurement by the National Procurement Service which currently has 45 national framework agreements and contracts in place for high spend requirements with a total value in excess of €450m. These frameworks cover such areas as ICT, office supplies, energy and vehicles.
- Departments and Offices report further progress on expanding the range of services provided online and the usage of such services.
- Finally, in the area of shared services progress is reported on the HR Shared Service project where contract negotiations are ongoing with the preferred bidder. Departments and Offices have also reported on steps they have taken to put in place shared service arrangements with each other in relation to IT, Finance and other services.

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**Better human resource management: Actions to include under this heading include reductions in numbers, redeployment, reconfiguration of service delivery, revisions in attendance arrangements, better attendance and absence management etc.**

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		<p>within and across organisations to meet business priorities, deal with 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 &amp; Equality, Agriculture, Food &amp; the Marine, and Jobs, Enterprise &amp; Innovation.</p> <p>Further redeployments will arise in the context of Government decisions, including from the budgetary process.</p>	<p><b>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.</b></p> <p><b>Almost 500 staff transferred, mainly under levies and trawls, to the Dept. of Social Protection and the CSO (census), and a further 1,750 or so HSE and FÁS staff are transferring to the Dept. of Social Protection with their functions.</b></p> <p><b>In the employment rights area staff have been seconded from NERA to the EAT to help eliminate backlogs.</b></p> <p><b>A major restructuring exercise for professional and technical staff in the Valuation Office took place in April 2011 to reflect changing priorities in the delivery of services. This reorganisation is a significant move in assisting the acceleration of the project to revalue industrial/commercial properties in Dublin City initially.</b></p> <p><b>Also redeployments/reassignments have also been taking place during the period to reflect changes to Departmental boundaries and the establishment of new Departments such as the Dept. of Children &amp; Youth Affairs, the Dept. of Public Expenditure &amp; Reform and the Department of Arts, Heritage &amp; the Gaeltacht.</b></p>
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<b>Performance Management</b> 1.13 4.10 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"> <li>○ Introduce measures which strengthen the approach to tackling underperformance in the Civil Service</li> <li>○ Strengthen links between PMDS and disciplinary process</li> <li>○ Proactive monitoring of and promotion of better technical structures for completion of PMDS throughout the Civil Service</li> <li>○ Increase awareness of issues identified in the survey carried out as part of the review at end of 2009 among Departments</li> </ul> <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><b>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 were 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 in November 2011.</b></p> <p><b>Data on compliance by Departments and Offices with PMDS in 2010 was published in early July. Secretaries General were notified in early June 2011 of the changes to PMDS which are being introduced on a phased basis.</b></p> <p><b>Streamlining of the PMDS process by simplifying the form and providing new guidelines on its completion due to be completed in time for the 2012 cycle.</b></p> <p><b>Design of electronic PMDS for the 2013 cycle is underway. Sanction of managers who do not comply with PMDS by award of Rating 2 to be introduced in 2012.</b></p> <p><b>Departments and Offices have reported progress on increasing compliance with PMDS procedures, e.g. AGs Office report 100% compliance, Dept. of Defence 97%, Dept. of Environment Community &amp; Local Government 82% and the Dept. of Foreign Affairs &amp; Trade at 78%</b></p> <p><b>Some Departments &amp; Offices are reporting progress in this area. For example, the Department of Justice &amp; Equality's Middle Management's Development programme includes training in managing underperformance. Workshops in the OPW have commenced on tackling under-performance.</b></p>
<b>Recruitment</b> 1.13 1.4 1.8 4.9		<p>The Senior Public Service, under the aegis of the Department of Public Expenditure &amp; Reform, 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:</p>	

	<p>Q1 2011</p> <p>Q1-Q2 2011</p> <p>Q1-Q2 2011</p> <p>Q2-Q3 2011</p> <p>With immediate effect.</p>	<p>- Development of a website to provide information to the general public and to provide a secure and confidential communication channel with members.</p> <p>- Agreement of Protocol by Government for operation of the SPS.</p> <p>- First round of moves within the Civil Service.</p> <p>- Put in place targeted training and development on foot of training needs analysis.</p> <p>Top Level Appointments Committee (TLAC) will be reconstituted to increase representatives from outside the Civil Service, with an external chairperson.</p> <p>Open competition for positions at the highest levels in the Civil Service and State Agencies.</p>	<p><b>Task Completed. Website <a href="http://www.sps.gov.ie">www.sps.gov.ie</a> has been put in place</b></p> <p><b>Protocol has been drafted and is being considered.</b></p> <p><b>Submissions have been received and are under consideration.</b></p> <p><b>Proposals being drawn up.</b></p> <p><b>Task Completed: TLAC reconstituted.</b></p>
<p><b>Reconfiguration</b></p> <p>1.7</p> <p>1.8</p> <p>1.9</p> <p>4.3</p> <p>4.4</p> <p>6.3</p> <p>6.4</p>	<p>Ongoing over the Lifetime of the Agreement</p>	<p>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, Food &amp; the Marine.</p>	<p><b>The Courts Service Board has approved the closure of a further four venues which will take effect by early 2012. Proposals for further closures during 2012 will be considered shortly. Two District Court offices have been amalgamated with offices in different locations and one further amalgamation is planned by end 2011.</b></p> <p><b>The Dept. of Social Protection has established working groups to determine the most appropriate structure to deliver services regionally and to underpin the new National Employment and Entitlements Service (NEES).</b></p>
<p><b>Reconfiguration</b></p> <p>1.7</p> <p>1.8</p> <p>1.9</p> <p>4.3</p> <p>6.3</p> <p>6.4</p>	<p>Commencing and 2010</p>	<p>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, Department of Agriculture, Food &amp; the Marine, Jobs, Enterprise &amp; Innovation, the Oireachtas Service and the OPW.</p>	<p><b>The Dept. of Agriculture, Food and the Marine has now closed 42 offices to the public. 10 of these have been fully vacated and 32 are partially closed. 16 enhanced offices are now established as of 20th May.</b></p> <p><b>Revenue are continuing to review smaller offices with one further office closed during the period.</b></p> <p><b>The Dept. of Transport &amp; Tourism has reduced its buildings in Dublin from 5 to 3.</b></p> <p><b>The Dept. of Jobs, Enterprise &amp; Innovation is working to consolidate its building network in Dublin – 2 floors of the</b></p>

			<p>Earlsfort Centre have been vacated.</p> <p>The OPW is continuing to work closely with Departments and Offices to achieve the reductions in office space. OPW have secured €1.5m in rental reductions to date this year and six leases surrendered to date in 2011.</p> <p>The Dept. of Social Protection is working to progress co-location of CWS in 10 locations.</p> <p>To achieve savings, the Employment Appeals Tribunal is working with OPW to make greater use of public buildings for hearings at no or minimal cost.</p>
<b>Resource management</b> 1.4 1.10 4.4	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, Food & the Marine, Communications, Energy & Natural Resources, Environment, Community & Local Government, Social Protection, Health, Education & Skills, the OPW and the Property Registration Authority.	Examples of specific progress reported in this area include in Dept. of Agriculture, Food & the Marine, cross-stream reporting arrangements have been implemented in Divisions dealing with environmental work. A multi-disciplinary, cross-Division 'Trade Team' has also been established and a similar team for Procurement is in train. Multi-disciplinary teamwork and enhanced cross stream reporting initiatives have been developed in the Dept. of Environment, Community & Local Government. The most recent development in this regard has been the introduction of cross-stream reporting in the Building Standards area of the Housing Division. A review of staffing resources, cross functional issues and duplication of work/business practices has been undertaken in the Dept. of Education & Skills. Property Registration Authority: Cross functional teams are now operational in the Authority's three main locations. These teams comprise of staff from administrative, legal and technical grades and will play a key role in ensuring the achievement of further efficiencies in outputs. A key outcome of this process will be ensuring best use of scarce legal resources.
<b>Resource management</b> 1.8 4.2	By end 2011  Revised Date End 2013	Restatement and simplification of the circulars and other documents that comprise the personnel code.	Despite resource constraints progress made with significant preliminary consolidation drafted. Further progress to be made during 2012. Date for completion of project Q1 2013.
<b>Recruitment</b> 1.7 1.13 4.3 4.11 4.18 6.3.1 (i)	With immediate effect	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)  Subject to the terms of the moratorium,	PAS has been active in promoting the shared recruitment services agenda and is encouraging public sector organisations to make use of PAS' skills, experience and resources to undertake sanctioned recruitment activities across the public service. In addition, PAS has run recruitment campaigns for organisations outside of its traditional core clients during the period.

6.3.3		<p>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 FÁS Work Placement Programme (WPP), and the JobBridge Internship programme launched in</p>	<p><b>The Programme for Government 2011 provides for all appointments at Principal Officer level and above will be open to external competition.</b></p> <p><b>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 Departments of PER and Finance have recently recruited senior HR Managers.</b></p> <p><b>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.</b></p> <p><b>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.</b></p> <p><b>Examples of initiatives by individual Depts/offices to increase skills levels include:</b></p> <ul style="list-style-type: none"> <li>– Revenue have advertised for 30 AO ICT posts on 30 Sept 2011-10-25</li> <li>– Dept. of Finance have increased the complement of skilled staff in such areas as economics, law and banking through a range of secondments and direct recruitments.</li> <li>– Dept. of Public Expenditure &amp; Reform have recruited a Programme Manager to lead the new Public Service Reform and Delivery Office.</li> </ul> <p><b>From June 2010 to September 2011, 24 Departments/Bodies made available 218 placements under the WPP, 121 offers were made to applicants and 101 accepted. Of the 101</b></p>
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		A shared service may thereafter be available to State Agencies.	
<b>Attendance Patterns &amp; Management</b> 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.	<b>Task Completed: the revised policy was issued to all Departments and Offices.</b>
<b>Attendance Patterns &amp; Management</b> 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.	<p><b>The Dept. of Public Expenditure &amp; Reform is working with a working group of Personnel Officers on reform of sick leave. The calculation of sick leave has been standardised across Departments/Offices with returns to be made to the Dept. of Public Expenditure and Reform. D/PER will continue to work with Personnel Officers on improving the management of sick leave.</b></p> <p><b>Some Departments are reporting more active approaches to managing sick leave. For example,</b></p> <ul style="list-style-type: none"> <li>– <b>Dept. of Transport &amp; Tourism, regular reports issue to the Management Board, training in absence management is provided and return to work interviews rolled out including online sick leave reporting for managers. The Department is on course to meet its target for a 10% reduction in sick days lost for 2011.</b></li> <li>– <b>The Dept. of Defence has put in place procedures to monitor and analyse patterns of sick leave and report a drop in sick leave rates over the lifetime of the Agreement to date.</b></li> <li>– <b>The Dept. of Communications, Energy &amp; Natural Resources has introduced a new Attendance Management Policy.</b></li> <li>– <b>Revenue also report a slight drop in sick leave rates in the period Apr-Sep 2011, when compared to the same period in 2010.</b></li> </ul>

<b>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 etc.</b>			
<b>Terms of Agreement 2010 - 2014</b>	<b>Target Date as per Current Action Plan</b>	<b>Action</b>	<b>Current Position</b>
<b>Business Process</b> 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"> <li>the provision of additional services online;</li> <li>reduced data entry;</li> <li>reduced collection of duplicate data through better data sharing between public bodies;</li> <li>the centralisation of transaction handling.</li> </ul> <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> <ul style="list-style-type: none"> <li>movement to risk based compliance;</li> <li>filtering of applications;</li> <li>use of trust relationships to obtain data;</li> <li>greater use of self-service.</li> </ul> <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 Síochána and the Irish Prisons Service, the Revenue Commissioners, the Departments of Agriculture, Food &amp; the Marine, Jobs, Enterprise, &amp; Innovation and Social Protection and the Central Statistics Office.</p>	<p><b>Dept. of Public Expenditure &amp; Reform: A new Business Consulting Unit has been established in the Department providing consultancy advice across the civil service, reducing reliance on costly external management consultants. It provides advice and solutions in relation to business change in the areas of process, structure, governance and service delivery. It also provides training in practical change management advises on planning and delivering the change.</b></p> <p><b>Comptroller &amp; Auditor General's Office: A secure on-line facility to allow for the transmission of audit information directly to the Office is operational.</b></p> <p><b>The Office of the Ombudsman has completed a reconfiguration of structures and processes including introducing a more clearly defined flow model to complaint handling.</b></p> <p><b>Dept. of Agriculture, Food &amp; the Marine: the Organic Farming Scheme has been centralised to enable more efficient processing. The Agriculture Field Inspection and Testing System has been extended to cater for additional 10 inspection types.</b></p> <p><b>Oireachtas: eDocuments laid pilot project commenced.</b></p> <p><b>Dept. of the Environment, Community &amp; Local Government: proposals for a data/ICT strategy between the Department, Local Authorities &amp; Agencies have been developed.</b></p> <p><b>CSO: A new Content Management System for the CSO website was put in place which enables more streamlined internal processes to be developed and will support ongoing improvement of online statistical products. The CSO is also carrying out a</b></p>

			<p>rolling programme of process review / improvement projects, using Lean-Six Sigma methodology.</p> <p>Justice sector: protocols for information sharing between the agencies are progressing.</p> <p>Dept. of Jobs, Enterprise &amp; Innovation: Progress on Consolidated Inspections / Risk Based Enforcement requires a legislative amendment</p> <p>Dept. of Social Protection: has developed new software to enable sharing of social welfare payment information with the HSE for medical card applications.</p> <p>Revenue has reformed systems and processes in the CAT, e-stamping and VRT areas, freeing up 136 staff for other core Revenue work. Revenue have also introduced sector specific projects e.g. cash businesses, PAYE, white collar, streetscape markets services are being pursued to target shadow economy activity. In addition, a Debt Management Unit has been established following efficiencies gained by the implementation of continuous improvements initiatives to our business processes. It is anticipated that this project will realise a significant debt yield.</p> <p>Dept. of Foreign Affairs &amp; Trade introduced a new balanced fee regime in April 2011 to make it more cost effective to use the Passport Express Service.</p> <p>The Dept. of Health is establishing a Special Delivery Unit, as per the Programme for Government.</p> <p>The AGs Office are progressing a project to assist client Depts. to create a database of previous AG's advices which will help to reduce instances where similar advice is sought on several occasions.</p>
<b>Greater Efficiencies</b> 4.13 4.16	Q2 2011	Expand the use of Electronic Funds Transfer to 100% of payments to staff and suppliers.	<b>Task Completed.</b>

	2011	Greater efficiencies will be sought in payroll and pensions administration, including through reviewing the frequency of payments.	Proposals on shared services in the Civil Service are being developed which will lead to greater efficiencies in a number of areas, including payroll and pensions administration. Following consultation with Departments, it is expected that these will be submitted to Government before the end of the year. An example of progress in this area is the roll out of online payslips and P60s to all staff in the Dept. of Jobs, Enterprise & Innovation.
<b>Shared Services</b> 1.11 4.13 4.15	Indicative timeline for HR shared service implementation: July 2011 – completion of tender process for external assistance; Q3 2011 Commence set up phase; Q2 2012 Commence transition phase; Q4 2014 HR Shared Service live	<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"> <li>•human resource management,</li> <li>•payroll,</li> <li>•pensions administration including the new public service pension scheme,</li> <li>•financial management</li> <li>•ICT.</li> </ul> <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, Food &amp; the Marine, Communications, Energy &amp; Natural Resources, <u>Community, Equality and Gaeltacht Affairs</u>, Justice &amp; Equality, Finance, Jobs, Enterprise &amp; Innovation and the Oireachtas Service.</p>	<p><u>HR Shared Service Implementation</u> The evaluation of tenders received for external assistance was completed on time (July 2011). Contract negotiations are ongoing with the Preferred Bidder. The Set Up phase was not commenced in Q3 as originally envisaged and should now commence in Q4.</p> <p>Other shared services examples include:</p> <ul style="list-style-type: none"> <li>- Revenue is providing server hosting, printing, mailing &amp; other shared services to public bodies</li> <li>- Consolidated Student Grant Scheme published in June 2011 and Dublin VEC as the single student grant awarding authority</li> <li>- The Dept. of Finance is providing payroll services to the Department of Communications, Energy &amp; Natural Resources</li> <li>- Dept. of Finance report progress is ahead of schedule on taking over the running of VEC pensions payroll from Las with 13 payrolls and 3000 payees now on the PMG system</li> <li>- Dept. of Transport &amp; Tourism are progressing the centralisation of driving license functions</li> <li>- Core IT service delivery for Dept. of Communications, Energy and Natural Resources is being provided by the Dept. of Agriculture Food and Marine since 9 June 2011.</li> <li>- Dept. of Environment, Community &amp; Local Affairs are integrating the HR function of Met Eireann into the Department</li> <li>- ICT and Accounts/Finance services for the Dept. of Children &amp; Youth Affairs are being provided by Dept. of Health</li> <li>- The new Dept. of Arts, Heritage &amp; the</li> </ul>

			Gaeltacht have implemented shared training and IT services with Dept. of Environment, Community & Local Government and the OPW.
<b>Procurement</b> 1.10 1.11 4.13 4.15	Commenced in 2010 and ongoing over the Lifetime of the Agreement	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>Significant progress is being made in this area by the National Procurement Service (NPS) within the OPW, particularly in terms of developing centralised contracts for commonly used goods and services. On the basis of market analysis, the NPS has identified the top 50 categories of procurement expenditure that can be targeted for intervention. It currently has in excess of 45 national frameworks agreements and contracts in place for high spend requirements with a total value in excess of €450m. These frameworks and contracts include energy, office supplies / ICT consumables, vehicles, fuel, advertising, clothing and footwear, print services etc. It is promoting standardisation and simplification of the public procurement function and in this regard has published a suite of model tendering and contract documents which will help both businesses and buyers to reduce administrative costs. The NPS is also actively involved in the education and development of both buyers and suppliers involved with public service procurement. To date, this has resulted in the organising and hosting of 3 national buyers' conferences and the conducting of nationwide, suppliers' workshops attended by, in excess of 1,000 small and medium enterprises. Guidance has been issued to all public bodies on facilitating SME participation in public procurement and there has been significant input to a Green Procurement Action Plan to be published shortly by the Dept. of the Environment, Community and Local Government.</p> <p>A critical part of the NPS's activity is the provision and maintenance of an national, eprocurement platform - <a href="http://www.etenders.gov.ie">www.etenders.gov.ie</a> - to enable both buyers and suppliers engage in the competitive tendering process. In addition to this the NPS has also launched <a href="http://www.procurement.ie">www.procurement.ie</a> as a major communication channel for all its clients to ensure full visibility for all NPS activity.</p>

			<p>Other notable progress reported in this general area includes:</p> <p>The CSSO, in conjunction with the AGO are on target to reduce by 40% the level of fees paid to counsel in 2011 compared to 2008, even as case numbers remain the same.</p> <p>The Dept. of Agriculture, Food &amp; Marine have completed a major internal review of procurement and have commenced implementation of its recommendations.</p> <p>The Dept. of Social Protection has negotiated a deal with a telephone service provider for the application of the Telephone Allowance under the Household Benefits Package to over 289,000 customers. The deal yielded €17m in annual savings and also provides customers with additional value of €55 per month.</p> <p>The new Dept. of Arts, Heritage &amp; the Gaeltacht has appointed a Procurement Officer and standardised Departmental procurement procedures have been issued to all staff.</p>
<b>Inspection Services</b> 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, Food, & the Marine, Education & Skills, Jobs, Enterprise, & Innovation, Children & Youth Affairs, and the Revenue Commissioners.	<p>A series of actions is underway in the Dept. of Agriculture, Food &amp; the Marine to re-organise the Agricultural Inspectorate, where staff numbers have dropped by 21% since 2008.</p> <p>The National Employment Rights Authority has entered into structured and formalised arrangements with the Dept. of Social Protection and the Revenue Commissioners.</p> <p>Relevant actions in the employment rights area have been impacted by the recent announcement by the Minister for Jobs, Enterprise &amp; Innovation of a major project to streamline the five State employment bodies.■</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 etc.***

Terms of Agreement 2010 - 2014	Target Date as per Current Action Plan	Action	Current Position
<b>Customer centred delivery</b> 1.4 4.4		<p>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 &amp; Equality, Social Protection and Jobs, Enterprise &amp; Innovation.</p>	<p><b>Some Departments have improved/or are improving their corporate websites including the Dept. of Communications, Energy &amp; Natural Resources. While the Department of Education &amp; Skills has issued a Request for Tenders for the redevelopment of its website.</b></p> <p><b>The review to streamline the call centres operated in the Dept. of Jobs, Enterprise &amp; Innovation has not yet been initiated, due to the announcement of the major reform of the State's Employment Rights and Industrial Relations institutions.</b></p> <p><b>The Healthcomplaints initiative led by the Office of the Ombudsman, in conjunction with 16 health and social care regulators, service providers and service user representative groups, was launched in September. The resource tools developed as part of the initiative (to assist members of the public know how to complain about health and social care services) have been distributed to relevant bodies nationally and the website <a href="http://www.healthcomplaints.ie">www.healthcomplaints.ie</a> is now live.</b></p>
<b>New technology</b> 4.13	<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"> <li>- The introduction of the Public Services Card by the Department of Social Protection for use by all public service bodies,</li> <li>- revisions to Live Register and related claim and payment processing systems,</li> <li>- On-line application for renewal of passports within the Department of Foreign Affairs,</li> </ul>	<p><b>The Dept. of Public Expenditure and Reform submitted a 4th eGovernment Progress Report to Government detailing the progress that had been made over the past year, reflecting Ireland's ranking of 1st of 32 countries benchmarked by the EU Commission. The Department also launched a revised <a href="http://www.gov.ie">www.gov.ie</a> website which provides direct and targeted access to over 300 online informational and transactional services. Work is continuing on the development of a new eGovernment Strategy by the end of the year.</b></p> <p><b>The phased introduction of the Public Services Card is underway. Other initiatives from the Dept. of Social Protection include trialling an online</b></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><b>“sign-on” service for Jobseeker’s payments and an online system for Redundancy &amp; Insolvency Payments.</b></p> <p><b>Procurement has been completed to commence development of the Judgement On Line system in the Courts Service.</b></p> <p><b>A web based application has been developed by the Dept. of Education &amp; Skills for an inventory of School Accommodation.</b></p> <p><b>An eForm for Employment Appeals Tribunal claimants is now available online.</b></p> <p><b>Dept. of Agriculture, Food &amp; Marine report that the number of Single Payment Scheme applications made online has increased by 25% since 2010.</b></p> <p><b>A facility for local authorities to submit online requests to the Valuation Office has been in place since August 2011 and online forms for Ratepayers since May 2011.</b></p> <p><b>Plans to develop an online application and payment system for Employment Permits in the Dept. of Jobs, Enterprise &amp; Innovation have been put on hold due to resource constraints.</b></p> <p><b>The implementation of e-Planning in the Dept. of the Environment, Community &amp; Local Government is under review due to resource constraints.</b></p> <p><b>Online renewal of passports requires a redevelopment of existing IT systems.</b></p>
<b>Identity Management</b> 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"> <li>• System to facilitate online authentication of individuals to access all online public services requiring authentication of identity</li> <li>• Facility to look up persons and find related records</li> <li>• PPSN validations</li> <li>• Reference matching of a large quantity of records to ensure that they are correct</li> </ul>	<p><b>Task Completed: The production system is now complete, and the initial PPSN validation application is available.</b></p>
<b>New technology</b>	Market	Development and implementation of “cloud computing”	<b>Trials in this area are continuing and possible</b>

1.10 1.11 1.14 4.13 4.15	engagement, research and trials are underway, continuing during 2011	provision of ICT infrastructures, applications and services leveraging existing departmental facilities where appropriate.  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.	<b>business cases are being assessed. The development of a Cloud Computing Strategy for the Public Service is underway. This will be presented to Government for consideration in Q1 2012. If approved, market exercises will then follow.</b>  <b>The Dept of Jobs, Enterprise &amp; Innovation availed of cloud computing to provide an online solution for training on the new Attendance Management Policy which maximized effective knowledge transfer to staff at their desks and minimised loss of productivity.</b>
<b>New technology</b> 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	<b>Task Completed: Solutions have also been developed to reduce the cost of 18XX services. It is a matter for each public body to individually implement these.</b>
<b>New technology</b> 1.10 1.11 1.14 4.13 4.15	Q2 2011	Development and implementation of a Shared/Unified Automatic Vehicle Location System	<b>Implementation of the system has been completed. User testing is underway.</b>
<b>New business process</b> 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	<b>Task Completed: A unified/shared "Integrated Command and Control Solution" (ICCS) has been procured and implemented in Dublin. It is now being used by An Garda Síochána and elements of the HSE Ambulance Service.</b>  <b>Development of a secondary backup site is also underway.</b>