

Summary of Key Progress Achieved under the Civil Service and State Agency Sectors Action Plan under the Public Service Agreement 2010-2014 (Q1 2011 to Q2 2012)

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 (inclusive of their Agencies) 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 March 2012.

Key areas of progress reported in this period include:

- Further **reductions in staff numbers** of 2,104 in the civil service and state agency sectors over the period. These reductions were accelerated by the ending of the 'grace period' cut off date for retirements in the lead up to 29th February 2012.
- Further progress is reported in the area of **redeployment**. The most significant redeployments of staff in the public service were the completion of redeployment of more than 1000 staff of the Community Welfare Service from the HSE to the Dept. of Social Protection and the redeployment of 750 FÁS staff to that Dept. 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 Depts. of Public Expenditure & Reform, Children & Youth Affairs and Arts, Heritage & the Gaeltacht were established.
- Progress has been reported on the **programme of rationalisation of state agencies** and staff are co-operating with the changes that have been made. Progress has been made on streamlining the employment rights institutions under the aegis of the Dept. of Jobs, Enterprise & Innovation including a single contact portal; a single complaint form; a new website and an early resolution service. Drafting of a Workplace Relations Bill has commenced to give effect to the new structure.
- Depts. and Offices have reported further progress in the area of reconfiguration and **business process re-engineering** and the Dept. of Public Expenditure & Reform has established a Business Process Improvement unit to assist Depts. in this area.
- Significant progress is being made in the area of **procurement** by the National Procurement Service (NPS) which currently has 50 national framework agreements and contracts in place for high spend requirements. The annual estimated value of these 50 agreements is approximately €460m.
- Depts. and Offices are **re-organising to meet business needs**. Dept. of Social Protection is re-organising the management of the business for the future and to ensure that the many change priorities identified are progressed while at the same time ensuring that customers continue to receive services. The Dept. has already made changes to ensure that localised services are better organised so that the existing three streams of business (CWS services, SWLO services, FÁS Employment and Community Services) can be managed and developed in line with Government priorities.
- Depts. and Offices have also **restructured their operations and reduced office requirements** during the period. Under the local office rationalisation programme in Dept. of Agriculture, Food & the Marine, which is reducing its number of local offices from 58 to 16, the establishment of the 16 enhanced offices was completed in May 2011. Teagasc closed 13 offices during the review period bringing the total closed to 36.
- In relation to **shared services**, a transformation manager has now been appointed in the Dept. of Public Expenditure & Reform to drive the shared services agenda across the public service. A Programme Board is being established for the Civil Service Payroll Shared Service project and a Project Manager will be appointed shortly.

Progress Achieved under the Civil Service and State Agency Sectors Action Plan under the Public Service Agreement 2010-2014 (Q1 2011 to Q2 2012)

1. Better human resource management			
<i>To include, for example, actions around the reduction of staff numbers; the redeployment of staff to areas of greatest need; the restructuring/reconfiguration of service delivery; changes to work practices; revisions in attendance arrangements; absence management; performance management etc.</i>			
Terms of the Public Service Agreement 2010 - 2014	Target Date	Action/commitment	Current Position
Resources 1.5 4.3 4.4	Over the lifetime of the Agreement	Staff Number Reductions Civil Service Departments and Offices and NCSAs will continue to actively manage the reduction of staff numbers with a view to ensuring that the overall ceilings for the Civil Service and NCSA sectors are achieved over the remaining lifetime of the Agreement. The numbers at end Q4 2011 were as follows: - Civil Service: 36,177 ¹ - NCSAs: 11,500 2012 ceilings are as follows: - Civil Service: 36,208 - NCSAs: 10,619	The numbers at end Q1 2012 were as follows: - Civil Service: 35,763 - NCSAs: 10,772

¹ Excluding civil servants that work for the Houses of the Oireachtas, which is directly funded by the Central Fund, but where a comparable reduction in numbers was achieved. This figure has been amended to reflect FAS staff moving from the Education Sector from 1 January 2012.

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Resources 1.4 1.10 4.1 4.4	Review to be completed by end February 2012	Review of allowances and Premium payments A Government decision of 14 November 2011 requires the public service to take additional measures to deliver further efficiencies in 2012 so as to ensure that paybill targets are met and with a view to delivering additional pay savings in 2013 and subsequent years. To this end, a review of allowances and premium payments is being undertaken to achieve a reduction of 5% in the cost of allowances and premium payments in 2012 and further savings in subsequent years. In order to ensure that the proposed review of savings is completed in good time to effect the necessary savings in 2012, it is proposed to complete the review by end February 2012.	The allowances review is nearing completion. Due to resource constraints coupled with the volume of submissions received, and the complexity and variances of allowances across the sectors, it was not possible to complete the review in a short time frame. The Minister for Public Expenditure & Reform expects to bring forward detailed proposals on the outcome of the review for consideration by the Government shortly.
Redeployment 1.7 1.8 1.10 4.3 4.4 6.3	Ongoing Q2 2012 Ongoing Q1 2012	Redeployment within and across the Civil Service and State Agency sectors <ul style="list-style-type: none"> Maximise the use of the redeployment provisions of the Agreement Legislation will be introduced to remove barriers to mobility across sectors The Public Appointments Service (PAS) will continue to operate the redeployment resource panel system A PAS web-based Redeployment Toolkit will be made available to support HR Units and staff.	<u>There have been significant redeployment moves made to date outside the PAS Resource Panel system, for example, over 1,000 HSE and 750 FÁS staff transferred with to D/Social Protection last year; almost 600 staff transferred to the D/Social Protection between April 2009 and September 2011 and there have been a substantial number of departures or transfers of staff on re-organisation of various agencies. In addition, 179 staff were redeployed from the Panels. 307 cases were available for redeployment at end April 2012 breaking down roughly 50:50 between Civil Servants and NCSA staff.</u> <u>A web based Redeployment Toolkit has been finalised.</u> <u>Changes to the Resource Panels have been introduced to ensure a faster turnaround of applications, quicker resort to the “Last-in-First-Out” (LIFO) procedure and proactive follow up by PAS. Redeployment Liaison Officers are in place to proactively manage the exit and placing of staff.</u>

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			It is intended to amend the <u>Public Service Management (Recruitment and Appointments) Act 2004 to remove barriers to mobility and redeployment, as well as to address other issues that arise on changing employer, such as the transfer of pension rights, and other statutory entitlements which are linked to length of service. This legislation is expected to be published in Q2 2012.</u>
Performance Management 1.13 4.10 4.12	Q1 2012 - Q4 2012	<p>Strengthened Performance Management Arrangements Following on from both the introduction of a new simplified PMDS form across the Civil Service for the 2012 cycle and measures to strengthen the approach to tackling underperformance, D/Public Expenditure and Reform will:</p> <ul style="list-style-type: none"> ▪ Evaluate the operation of the new PMDS system ▪ Review the progress in Departments and Offices on tackling underperformance ▪ Develop electronic PMDS for the Civil Service ▪ Address the issues of fairness and consistency in ratings and the PMDS Competency Framework ▪ Strengthen the linkage between increments and PMDS ▪ Promote performance management culture across the Civil Service <p>State agencies will also address performance management issues - for example, Enterprise Ireland will roll out a new performance management system in 2012.</p>	<p>Work is ongoing in the area of strengthened performance management arrangements. Work on the evaluation of the operation of the new PMDS system has commenced, as has work on the development of a new online PMDS system. A paper dealing with the issues of fairness and consistency in ratings has been presented to the staff side and is currently under discussion.</p> <p>A revised PMDS system was rolled out in Enterprise Ireland in Q1 2012. Revised PMDS was also rolled out in the state agencies under the aegis of D/Transport, Tourism & Sport in early 2012.</p>
Recruitment 1.13 1.4 1.8	Q 1 2012 Ongoing	<p>Senior Public Service Secure agreement of Government on Senior Public Service (SPS) Mobility Protocol in relation to the Civil Service.</p> <p>Implementation of Mobility Protocol</p>	<p>Protocol drafted and being piloted in advance of being brought to Government.</p> <p>First move under Protocol underway.</p>

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4.9	Q2 2012 Q2 2012 & Ongoing	Agreement of SPS Management Committee to SPS Development Strategy Implementation of leadership development strategy	Strategy in process of being drafted. Ongoing.
Rationalisation and Reconfiguration 1.7 1.8 1.9 4.3 4.4 6.4	Ongoing and over the lifetime of the Agreement	<p>State Agencies The Government's programme of rationalisation of State Agencies will be progressed in line with its announcement in November 2011.</p> <p>Under these plans, 48 bodies will be rationalised by end of 2012 and a further 46 bodies will be subject to critical review by end of June 2012. The Croke Park Agreement will continue to provide the framework under which the rationalisation programme will be implemented.</p> <p>Some specific targets in this regard include: the streamlining of the employment rights institutions; the amalgamation of FETAC, HETAC and the NQAI; merging of bodies/functions under the aegis of the D/Transport, Tourism & Sport and 11 agencies to be reviewed and which the amalgamation agenda applies to under the D/Arts, Heritage & the Gaeltacht.</p>	<p>Progress has been made on the rationalisation programme.</p> <p>Regarding those bodies listed in the Public Service Reform Plan for critical review, the majority of these reviews are currently underway and are expected to report by end June. On completion of the reviews, it is intended to bring a Memorandum to Government highlighting the results of the review process.</p> <ul style="list-style-type: none"> ▪ Plans for rationalisation and reorganisation of agencies under D/Transport, Tourism & Sport are being developed. ▪ Progress has been made on streamlining the employment rights institutions including a single contact portal; a single complaint form; a new website and an early resolution service. Drafting of a Workplace Relations Bill has commenced to give effect to the new structure. ▪ D/Arts, Heritage & the Gaeltacht is progressing the amalgamation/rationalisation of State Bodies agenda. ▪ The Interim Board of the new Agency comprising FETAC, HETAC and the NQAI is continuing to oversee the

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			<p>amalgamation implementation plan. Legislation establishing the new agency is at Report State in the Dáil.</p> <ul style="list-style-type: none"> Progress on the merger between the Equality Authority and the Irish Human Rights Commission continued. The Working Group to advise on practical arrangements in relation to the merger has completed its work and presented its report to the Minister.
Reconfiguration 1.7 1.8 1.9 4.3 4.4 6.3 6.4	Ongoing over the Lifetime of the Agreement	Organisational restructuring to meet business needs Departments, Offices and agencies will pursue organisational reconfiguration to meet business priorities, including of structures based on longstanding geographic or functional divides. Such reorganisations will include those being progressed by the Courts Service, the D/Agriculture, Food & the Marine, Solas, D/Foreign Affairs & Trade, Teagasc, Forfás, INIS (D/Justice & Equality), D/Arts, Heritage & Gaeltacht, D/Social Protection and D/Public Expenditure & Reform.	<ul style="list-style-type: none"> The Courts Service has established combined Court Offices in a number of locations. Under the local office rationalisation programme in Dept. of Agriculture, Food & the Marine, which is reducing its number of local offices from 58 to 16, the establishment of the 16 enhanced offices was completed in May 2011. This process to establish Solas is dependant on the enactment of legislation. The Heads of Bills for its establishment and the creation of the Education and Training Boards have been approved by Government and referred to the Office of the Attorney General for drafting. Extensive restructuring of D/Foreign Affairs & Trade HQ operations has been completed. INIS staff have been reassigned from the asylum determination bodies to target backlogs in the Repatriation area and civilian staff have been assigned to Dublin Airport to carry out certain entry

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		<p>Revenue will introduce greater flexibility in the deployment of resources from customer services and transactional processing to compliance and debt management.</p> <p>As part of the reconfiguration process, work practices will continue to be reviewed with a view to eliminating inappropriate or outdated practices and arrangements.</p>	<p>control functions as part of a Pilot Programme.</p> <ul style="list-style-type: none"> ▪ A capacity review of D/PER was completed and a range of priority actions identified e.g. structure, internal business processes, managing resources, etc. ▪ D/Arts, Heritage & the Gaeltacht has established a number of new Units in the Department to deal with priority issues. ▪ Teagasc has redeployed former REPS staff to priority vacancies in Business & Technology Advisory roles as well as Education roles. ▪ D/Social Protection is re-organising the management of the business for the future and to ensure that the many change priorities identified are progressed while at the same time ensuring that customers continue to receive services. The Dept. has already made changes to ensure that localised services are better organised so that the existing three streams of business (CWS services, SWLO services, FÁS Employment and Community Services) can be managed and developed in line with Government priorities. ▪ Proposals have been developed for the integration of Forfás policy functions into the D/Jobs, Enterprise & Innovation. ▪ Progress has been made on establishing the Child and Family Support Agency. <p>Ongoing flexible deployment of resources from processing to compliance, for example, 55 additional staff have been deployed to front line</p>

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			<p>debt management work in Revenue.</p> <p>This is ongoing across Departments, Offices and Agencies.</p>
Reconfiguration 1.7 1.8 1.9 4.3 6.3 6.4	2012 and ongoing over the Lifetime of the Agreement	<p>Departments, Offices and agencies will intensify efforts to reduce office requirements</p> <p>Specific examples include:</p> <ul style="list-style-type: none"> – D/JEI will consolidate its buildings network in Dublin – D/Transport, Tourism & Sport will reduce number of offices occupied in Dublin to 2 buildings; – Fáilte Ireland will rationalise its tourist information office requirements; – D/Education & Skills and its agencies will engage in initiatives in the area of Property Asset Management to achieve efficiency and value for money from the assets involved; – D/Communications, Energy & Natural Resources and its agencies will take steps to ensure the least cost provision of Departmental and agency accommodation; – D/Agriculture, Food & the Marine will complete its <u>local office re-organisation programme</u> which <u>is reducing accommodation needs from 58 premises to 16.</u> – <u>Teagasc</u> will complete its rationalisation of local offices which will <u>reduce its local office network from 91 to 51.</u> – The IDA will develop a new property management system to capture all stages of IDA's interaction with its property clients, improving the delivery of services in the area of property management; – The Courts Service will rationalise district court offices; – OPW will rationalise the number of its own offices around the country; – Revenue will continue to review smaller offices in order to ensure that less efficient operations are integrated into larger centres and that efficiencies are achieved; and 	<ul style="list-style-type: none"> ▪ D/JEI vacated office space for other Departments. Work has commenced on the consolidation of accommodation requirements in the context of the Workplace Relations Reform Programme. A number of DJEI bodies (NERA, EAT, RCS) share accommodation owned by each other and by other bodies such as the Courts Service, VEC and Local Authorities for the purposes of holding adjudication hearings and consultations. ▪ D/Transport, Tourism & Sport reduced its offices in Dublin to 3. ▪ Fáilte Ireland outsourced a number of Tourist Information Offices. ▪ Accommodation occupied by the former D/Education & Skills Galway Regional Office has been released to the OPW and work is underway to cease operations at the former Regional Office in Tallaght. ▪ The Sustainable Energy Authority of Ireland (SEAI) Cork office has relocated to a smaller office in the same building. ▪ Teagasc closed 13 offices during the review period bringing the total closed to 36. The disposal of offices, including the closure of Kinsealy Research Centre and the rationalisation of research lands, will continue throughout 2012. ▪ IDA is on target to deliver its property management system.

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		<ul style="list-style-type: none"> – Inland Fisheries Ireland will develop a property consolidation programme. <p>The 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.</p>	<ul style="list-style-type: none"> ▪ The OPW is assessing the feasibility of a number of its sites for co-location. ▪ The Courts Service closed 16 court venues in the reporting period. ▪ Revenue closed 1 office with further rationalisation of accommodation in other locations bringing total offices closed to 20 since 2009. ▪ Bord Iascaigh Mhara (BIM) closed down the Dingle Ice Plant. ▪ IFI are to develop and implement a property consolidation programme by Q4 2012. ▪ D/Social Protection is moving to consolidate services and accommodation in locations where appropriate. <p>OPW have put a property strategy in place to reduce the overall property footprint occupied by the civil service through exiting leasehold properties and consolidating occupying Departments into the State-owned and long term leasehold portfolio. The objective is the generation of ongoing annual savings and more efficient use of valuable office space.</p>
Resource management 1.4 1.10 4.4	2012 and ongoing over the Lifetime of the Agreement	Cross-streaming, co-location and grade restructuring Departments, Offices and agencies will continue to explore opportunities for cross stream reporting. Examples of bodies with specific commitments in this area include D/Communications, Energy & Natural Resources and D/Agriculture, Food & the Marine, the Courts Service and D/Defence (co-location of civilian and military personnel/cross reporting and integration).	<ul style="list-style-type: none"> ▪ Cross-stream reporting has been implemented in D/Agriculture, Food & the Marine dealing with environmental work. A multi-disciplinary, cross-Division 'Trade Team' has also been established. ▪ Multi-disciplinary teamwork and enhanced cross stream reporting initiatives have also been developed in D/Environment, Community & Gaeltacht Affairs. ▪ Further co-location in D/Defence is under consideration. A civil-military team is

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	2012 and ongoing over the Lifetime of the Agreement	<p>Conduct a review of the grading structure of the Civil Service and based on that review, assess the scope to reduce the number of management grades.</p> <p>Some examples of specific initiatives to be progressed in the area of grading over the lifetime of the plan include:</p> <ul style="list-style-type: none"> – D/Agriculture, Food and the Marine will examine the options for integrating grading streams; – The National Standards Authority of Ireland (NSAI) will reorganise management, grading structures, roles and offices to better fit organisational needs and; – The OPW will actively seek to rationalise grading structures. 	<p>being established to deliver the Defence aspects of the forthcoming EU Presidency.</p> <ul style="list-style-type: none"> ▪ The Courts Service is proceeding with the Implementation of a unified multi-jurisdictional office in each county. ▪ A review of cross stream reporting arrangements within the D/Health is almost complete. <p>This review will be undertaken in accordance with the commitment in the Public Service Reform Plan.</p> <ul style="list-style-type: none"> ▪ A proposal document to examine options for restructuring the grading streams in D/Agriculture, Food & Marine is being drafted. ▪ Work has commenced on the examination of grading structures in the OPW. ▪ The 10reorganization process is underway in the NSAI and will be completed over 2012.
Resource management 1.8 4.2	End 2013	Restatement and simplification of the circulars and other documents that comprise the Personnel Code.	Progress is ongoing with the restatement and simplification of the documents that comprise the Personnel Code.
Recruitment 1.7 1.13 4.3 4.11	Immediate and ongoing	Departments, Offices and Agencies will avail of the services of the Public Appointments Service to maximise efficiencies in open recruitment; targeted use of recruitment licences to recruit specific skills (while complying with employment control frameworks).	The PAS has been active in promoting the shared recruitment services agenda and established contact with a wide range of public service organisations to encourage them to make use of PAS' skills, experience and resources to

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4.18 6.3.1 (i) 6.3.3	Ongoing Ongoing End 2012 Ongoing	<p>Increase specific skills levels by retraining and limited and targeted recruitment.</p> <p>There will be open recruitment of specialist ICT staff at all grade levels as appropriate, e.g. the Revenue Commissioners.</p> <p>In the context of central discussions, review and revise eligibility requirements to support cross-stream career progression opportunities as appropriate.</p> <p>Departments, Offices and Agencies will continue to support the FÁS Work Placement Programme (WPP) and the JobBridge Internship programme.</p>	<p>undertake sanctioned recruitment activities across the public service.</p> <p>The Department of Public Expenditure & Reform and Revenue have recruited a number of specialist ICT staff during the review period.</p> <p>Discussions on this issue are taking place at General Council.</p> <p>271 places were offered to candidates on these schemes and 232 have been accepted by end March 2012.</p>
Resources 1.4 1.8 4.9	Q1 2012 & ongoing	<p>Civil Service Employee Assistance Service</p> <ul style="list-style-type: none"> Complete the establishment of the Civil Service Employee Assistance Service (CSEAS) on a shared service basis through provision of shared accommodation and systems. Recruitment of additional staff to Shared Service from EAO panel Provision of regional accommodation to establish CSEAS on a regionalised basis 	<p>Reorganisation of the CSEAS as a centralised, regionalised shared service is well progressed with existing Employee Assistance Officers (EAOs) transferred to DPER and appointment of new EAOs, from a PAS panel, imminent.</p> <p>Dublin HQ and regional accommodation arrangements are nearing conclusion.</p>
Attendance Patterns 1.8 4.1 4.4	2012 and ongoing over the lifetime of the Agreement	<p>Departments, Offices and Agencies will continue to review their opening hours and working arrangements to ensure that business needs are met and with a view to delivering public services outside normal business times.</p> <p>Specific examples of measures to be taken include:</p> <ul style="list-style-type: none"> Revenue will progress deployment of staff outside the standard hours of attendance on a specific business need/risk basis. 	<ul style="list-style-type: none"> Revenue reviewed existing shift arrangements in Data Centre and negotiations are under way to advance the recommendations to provide 24/7 cover and streamline operations. Discussions are underway in D/Social Protection in relation to the extension of opening hours of public offices from 9am to 5pm in the context of the roll-out of the New Employment & Entitlements

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Attendance Patterns and Management 1.4 1.8 4.9	Q1 - Q4 2012	<ul style="list-style-type: none"> – D/Social Protection will examine extending opening hours at Local Offices. – D/Foreign Affairs will put in place a pilot for extending opening hours of the Passport Office coupled with an appointments system. – The Probation Service will fully implement a revised Court Duty System allowing for provision of same day Community Service Assessment Reports in all District Courts. – The Courts Service will pursue standardised opening hours <p>Review of Sick Leave Arrangements Sick leave provisions will be reviewed for the Civil Service with a view to reducing provisions for uncertified and certified sick leave in the context of the standardisation of sick leave arrangements across all sectors of the public service.</p> <p>Overall absenteeism target for Civil Service and State Agency Sector to follow.</p>	<p>Service (NEES).</p> <ul style="list-style-type: none"> ▪ It is anticipated that a revised Passport Office system will be piloted by end Q3 2012. ▪ D/Communications, Energy & Natural Resources has implemented a new Attendance Management Policy. ▪ A report on standardised opening hours is being considered by the Senior Management Team in the Courts Service. ▪ Implementation of a revised Court Duty System, including new arrangements for Court duty is underway in all regions. ▪ <u>New Citizenship Ceremonies have been introduced requiring appropriate flexibility from INIS staff including weekend work.</u> <p>Proposals for revised sick leave provisions have been discussed with public service unions in the context of a review across all sectors of the public service.</p>

2. Better Business Processes

To include, for example actions to increase efficiency and productivity; rationalise core structures, business processes, accommodation requirements etc; establish shared service approaches, establish cross-functional teams/ new work structures, optimise the potential of new technology to streamline operations and generate efficiencies etc.

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Business Processes 4.13	2012 and ongoing	Business Process Improvement Business Process improvement will form an ongoing part of service delivery in the Civil Service. Specific programmes include those set out in the Action Plans of D/Agriculture, Food and the Marine, D/Social Protection, the Central Statistics Office, the Courts Service, the Office of the Director of Public Prosecutions, the Houses of the Oireachtas Service, D/Arts, Heritage & Gaeltacht, the Valuation Office and the Irish Sports Council.	<ul style="list-style-type: none"> A number of reviews were undertaken in the D/Agriculture, Food & Marine aimed at improving processes. Business process reviews using the Lean Six Sigma framework are ongoing in the CSO. The Office of the DPP has restructured work and secured efficiencies and savings. The Valuation Office established a Data Capture Unit. Within Revenue business process improvement is a mandatory step in ICT projects. Some 15 Business Process Improvement initiatives are currently underway in D/Social Protection. The implementation of business process improvement recommendations is progressing in the Courts Service in conjunction with the rollout of the Combined Court Office Project. A number of business process reviews are underway in the Irish Sports Council. <p>Revenue is currently engaged in discussions with a range of Depts. and Agencies on this issue.</p>
	2012 and ongoing	Revenue will expand the range of import/export compliance interventions and controls, undertaken on behalf of other agencies.	
	2012 and ongoing	A Business Consulting Unit has been set up in D/PER. The Unit will provide advice to public service	

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		<p>organisations in the areas of business process improvement, service delivery and organizational development.</p> <p>Information sharing Approaches to better sharing of information will be progressed by Departments, Offices and agencies. For example:</p> <ul style="list-style-type: none"> — Electronic communication and information sharing will be developed between INIS, GNIB, DSP, Revenue and Employment Permits (DJEI) staff to facilitate electronic sharing of information leading to more comprehensive enforcement regime will be established; — D/Social Protection will develop a plan for Means Data Sharing with other agencies; and — Department of Justice and Equality will progress the Criminal Justice Interoperability Project (CJIP) with key agencies in the Criminal Justice system, including developing and agreeing protocols for information sharing. — <u>Property Registration Authority will work to develop ways in which its registration services and online databases can act as a hub for and be utilised by other Public Service bodies.</u> 	<p>The Business Consulting Unit has produced reports for the D/Health on the Dept's Private Offices; Press and Communications Office and Parliamentary and Legislative Processes which made a series of recommendations.</p> <ul style="list-style-type: none"> ▪ The Employment Permits Section is at an advanced stage of discussions with the GNIB in relation to finalising an electronic link. Much of the work in relation to developing the link has been completed. Initial discussions have taken place in relation to links with DSP and Revenue and it is agreed in principal that the project should proceed. Employment Permits has structured and formalised arrangements in place with NERA. Data sharing agreement was signed in October 2011. ▪ A prototype to inform the process for a Means Information Sharing System has been developed (April 2012) and a proof of concept project is currently being progressed with the D/Agriculture, Food & the Marine and South Dublin County Council. ▪ The Probation Service has agreed protocols for information sharing with the Irish Prison Service. Work undertaken with Garda Vetting Unit to allow staff direct access to Probation Service database. Discussions were initiated with other key partner agencies. ▪ A new web-based data gathering system was developed by the Food Safety Authority and the system has been rolled out to local authorities and the Sea Fisheries Protection

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		In D/Health, the National Cancer Registry will undertake a joint project with the National Cancer Control Programme to provide radiotherapy data electronically, eliminating the need for manual data entry and allowing re-deployment of staff into hospitals with increased levels of activity. The CSO will introduce changes to its household survey system.	<p>Authority.</p> <ul style="list-style-type: none"> The PRA is a prescribed organisation to deliver data to LGMA under the Household Charges Act 2011. A number of other state agencies are now using information from the PRA digital mapping database including D/Environment, Community & Local Government, NRA and some local authorities. A specification has been drawn up, and a business plan is currently with the HSE on this issue. A project team was established in the CSO to review the organisation of household surveys, including international benchmarks, and proposals have been developed.
Greater Efficiencies 4.13 4.16	2012/13 End August 2012 End February 2013 Ongoing to 2014	Reform of pay cycles Greater efficiencies will be sought in payroll and pensions administration, including through reviewing the frequency of payments. All weekly paid staff to be moved to fortnightly salary cycle. All fortnightly paid staff to be moved to monthly salary cycle. D/Education & Skills will put in place online payroll facilities for schools and other web-based services.	<p>Discussions will take place with the staff side on these issues shortly.</p> <p>There is an on-going programme of developing and implementing enhancements to the on-line facility for schools to improve the efficiency of payroll processes and the service provided to school employees.</p>
Shared Services 1.11	On a phased basis to end 2014	In line with the actions set out in the Public Service Reform Plan, there will be a greater use of shared	The Civil Service has started a transformation programme of corporate services aligned with the

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4.13 4.15		<p>services on a phased basis with priority areas for the Civil Service including: human resource management; payroll; pensions administration; and banking.</p> <p>Initiatives in other areas will also be advanced on the basis of appropriate business cases.</p> <p>Departments will explore further opportunities for shared services across their operations and with those bodies under their aegis. For example:</p> <ul style="list-style-type: none"> – D/Education & Skills and D/Transport, Tourism & Sport will work to migrate their Departments' payroll systems to D/Finance in Tullamore. – D/Environment, Community & Local Government will work to migrate Met Eireann HR functions into the Dept. 	<p>Public Service Reform programme. <u>The Government has decided to proceed with the implementation of a HR Shared Service Centre (HRSSC) for the Civil Service. Work on the HRSSC Project will now progress to the next phase, Detailed Design, which will consist of a five month period of work (to September 2012). The project will then progress to Transition Phase (September 2012 - September 2014). All Departments and Offices will have transitioned (in five tranches) transactional HR to the HRSSC by the end of 2014.</u></p> <ul style="list-style-type: none"> ▪ D/Transport, Tourism & Sport, D/Communications, Energy & Natural Resources, the National Council for Special Education have migrated their payroll to D/Finance. ▪ D/Education & Skills is engaged in discussions with D/Finance. ▪ Integration of HR functions from Met Eireann to D/Environment, Community & Local Government is being implemented incrementally. ▪ D/Agriculture, Food & the Marine is now providing full ICT infrastructure support to the D/Communications, Energy & Natural Resources and network infrastructure to the D/Taoiseach.
External Service Delivery Service Delivery Options Appendix	End 2012 for identification and assessment	In line with the Public Service Reform Plan, opportunities for the external service delivery of non-core services will be identified and assessed as appropriate. The implementation of any such measures will have regard to the relevant appendix in the Public Service Agreement.	All Departments and major Offices have been asked to identify opportunities for alternative methods of delivery of non-core activities and these will be assessed in the coming months. D/Public Expenditure & Reform has recently advertised for the post of Commercial Delivery Manager to lead and co-

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			<p>ordinate work in this area.</p> <p>Revenue completed the transfer of certain Vehicle Registration Tax registration function to the National Car Testing Centres, enabling them to redeploy 57 staff to other core Revenue work. Revenue also completed the transfer of the State Warehouse to an external contractor.</p>
Procurement 1.10 1.11 4.13 4.15	2012 and ongoing	<p>The OPW's National Procurement Service (NPS) will continue to work to achieve greater efficiencies and value for money in the procurement of common goods and services for the public service</p> <p>The NPS will work to increase the use by public service bodies of central frameworks. It is anticipated that the NPS will facilitate savings in the order of €30 million in energy related contracts in 2012. In addition, savings of approximately €15m are targeted from a new framework contract for managed print services in 2012.</p> <p>The NPS will continue to advance the pilot for elnvoicing in Ireland and on completion of the pilot will report on its suitability for the public service. The full adoption of elnvoicing across the public service can lead to significant savings in administrative and transactional costs.</p> <p>The NPS will continue to manage and upgrade the operation of the <i>eTenders</i> website.</p> <p>Departments, Offices and agencies will also take steps to deliver improvements in this area. For example, D/Agriculture, Food & Marine will implement a review of procurement in the Department with a view to achieving 10% savings by 2014.</p>	<p>The NPS Programme proceeded on target.</p> <p>The Managed Print Services Framework was concluded in February .The NPS is running a targeted promotion campaign to client authorities and ten mini-competitions are in various stages of development. The NPS has put 50 framework agreements in place since its establishment. The electricity framework agreement alone has resulted in 200 contracts to date across the Public Sector.</p> <p>A pilot project on e-Invoicing across a number of Departments and other public sector bodies was launched in February 2012. The objective following the pilot is to have a paperless billing system that operates across the public sector.</p> <p>The eTenders website is fully operational and is currently one of the top international portals in the EU.</p> <p>D/Agriculture, Food & the Marine completed a review of its procurement and has established a Central Procurement Unit which is (1) monitoring and advising on procurement expenditure and (2) ensuring procurement is conducted in a co-ordinated</p>

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			and strategic manner, is in accordance with relevant guidelines, and achieves optimum value for money.
Inspection Services 1.10 4.14	2012 and ongoing	<p>Relevant areas will seek to manage inspectorates to ensure effective delivery of functions and reduce costs. Examples include: the Agriculture Inspectorate is engaged in a process of reorganisation to improve efficiency and effectiveness. A target has been set to reduce the average cost of inspections by 10%.</p> <p>D/Jobs, Enterprise and Innovation will progress the work of the inter-Departmental Risk Based Enforcement Group with a view to developing proposals for data sharing between offices and agencies to enhance risk based enforcement, and building on this, to examine avenues for increased cooperation between these Bodies, leading to a more coordinated business inspection regime, in line with the commitment to a consolidated inspection regime.</p> <p>The Health & Safety Authority will develop systems to enable deployment of GeoSmart inspection management system onto smart devices.</p>	<p>Further progress in the programme of re-organisation and restructuring has been made in the Agriculture Inspectorate (including regulatory presence in meat plants) resulting in lower costs. D/Agriculture, Food & the Marine now carries out nitrates inspections on behalf of the D/Environment, Community & Local Government.</p> <p>Work is underway on the draft heads of a Bill to facilitate the sharing of business data between public bodies with inspection and enforcement responsibilities.</p> <p>The HSA is preparing a business case for equipping inspectors with smart devices.</p>

3. Delivering for the Citizen

To include, for example, actions to enhance service delivery to the public, including changes to the technology used, more online services, service integration, efforts to reduce information burdens on citizens through better data management/sharing of data, including around identity etc

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Customer centred delivery 1.4 4.4	Ongoing	There will be continued progression of the Quality Customer Service Initiative to enhance the customer experience and to build customer focus into service planning and delivery. This includes the promotion and driving of the Customer Charter process across the Public Service, which is based on a four-stage cycle of engaging with customers, setting service targets, measuring performance and reporting on the progress made.	Revised Guidelines for the Preparation of Customer Charters published by D/Public Expenditure & Reform in February, 2012, and circulated to Departments and Offices. This initiative drives the public commitment to service improvement and reporting on progress made and extends to State Agencies and Bodies through parent Departments. In addition, D/PER continues to support the work of the Quality Customer Service Officers' Network, which meets quarterly to share and promote best practice in customer service in the Civil Service.
	Q3 2012	A new, web-based whole-of-Government performance measurement system is currently being piloted by D/Public Expenditure & Reform. Its aim is to provide transparency and accountability for the public into the outcomes of Government policy.	The next steps in the project are to consult with the relevant Departments, and to produce a Memo for Government and an <i>Ireland Performs</i> website by the end of September 2012.
	Q4 2012	The National Transport Authority will develop GIS database of bus stops, routes etc. to support decisions on bus licensing applications and public service contracts.	This has been completed.
	Q4 2012	A project to create a single point of telephone contact for the citizen for Citizens Information Board and its Delivery Partners (citizens information services, citizens information phone service, MABS etc) will be implemented on a phased basis.	A Project Manager has been appointed for the pilot phase of the Single Point of Telephone Contact project. The pilot phase will inform rollout.
	Q4 2012		

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	Q2 2012 2012 Q1 2013	<p>D/Social Protection will develop and implement a new customer profile and case management system.</p> <p>Revenue will rollout new and ongoing work developments/changes e.g. Stamp Duty Self-Assessment; re-engineered and simplified Relevant Contracts Tax (RCT); and, implement the cumulative Universal Social Charge.</p> <p>CSO will take further steps to achieve the 25% reduction in administrative burdens on business.</p> <p>D/Taoiseach will put in place a comprehensive, interactive EU Presidency website and establish a new Strategic International Communications Unit within the ECF and current Departmental budget.</p>	<p>Profiling has been deployed in 9 of the Department's offices and, in line with the commitments in <i>Pathways to Work</i>, a nationwide deployment plan is being prepared.</p> <p>eStamping system has been completed. Progress has been made on implementing the Relevant Contracts system. The implementation of "Cumulative Universal Social Charge" system took effect from 1 January 2012.</p> <p>The CSO has developed methodology for use of Revenue administrative data to reduce burden and cost of annual business surveys.</p> <p>Preparatory work has commenced on the EU Presidency website which will go live in January 2013.</p>
New technology 4.13	Q1 2012 End of Q3 2012	<p>2012 - Publication of new eGovernment Strategy In line with the Public Service Reform Plan, D/Public Expenditure and Reform will publish a new eGovernment Strategy. The draft Strategy is currently being finalised for submission to Government.</p> <p>Under the new eGovernment Strategy, Government Departments and other non-commercial public bodies will develop eGovernment project plans. Public bodies will examine their own services, particularly public facing ones, to consider how these can be moved online. The Strategy will require public bodies to consider new initiatives, such as exploiting the 'apps' market to delivery functionality through smart devices.</p>	<p>The strategy, <i>eGovernment 2012 - 2015</i> was approved by Government in March 2012 and published on 12 April 2012.</p> <p>D/Public Expenditure & Reform is arranging meetings with Departments and Offices to progress this action.</p>

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	2012 and ongoing	<p>Examples of specific initiatives which Departments, Offices and agencies will take include:</p> <ul style="list-style-type: none"> – CSO will further develop its online statistical services; – D/Environment, Community & Local Government will develop the www.myplan.ie e-planning initiative; – The Companies Registration Office will increase its range of e-filing solutions; – The Valuation Office will increase the range of services it offers online; and – The Property Registration Authority will extend electronic registration which will simplify the land registration process. 	<ul style="list-style-type: none"> ▪ CSO introduced a new content management system and this has allowed more streamlined internal processes and ongoing improvement of online statistical products. ▪ D/Environment, Community & Local Government have launched www.myplan.ie. ▪ The CRO system of online company incorporation for recorded company formation agents was launched and progress was made in other e-filing applications. ▪ The Valuation Office has completed all development work on the provision of further online facilities to both Local Authorities and Ratepayers. ▪ The PRA have expanded the number of counties covered online for land registration purposes. ▪ The National Consumer Agency has rationalised its websites and all content is held on www.nca.ie. ▪ The Irish Sports Council launched a new Anti-Doping website and iPhone app. ▪ The National Transport Authority (NTA) developed a new integrated website incorporating taxi regulation. ▪ Work is on-going in D/Education & Skills on the development of a web-based application P-POD (Post-Primary Online) to capture pupil data from post primary schools. This system will be piloted with approx. 50 schools in late 2012, prior to its expansion to all schools in the sector at the start of the 2013/14 school year. ▪ D/Agriculture, Food & the Marine has introduced a new text message service to keep

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			<p>farmers informed on important issues and deadlines.</p> <ul style="list-style-type: none"> ▪ The phased introduction, by the D/Social Protection, of the Public Services Card (PSC) commenced in Q4 2011. Detailed plans to support the rollout of the card to commence in May 2012. ▪ Revenue delivered a range of new systems including the Universal Social Charge, new electronic Relevant Contracts Tax, expanded e-registration, phased implementation of a new Electronic Manifest System for Customs and enhanced Excise Movement Control System.
Identity Management 1.10 1.11 1.14 4.13 4.15	From 2012	<p>The Single Customer View application has been released, supporting data validation, data quality and control applications. This solution will be instrumental in helping public bodies to improve the quality of customer identity data, improve assurances around identity claims, remove duplication of effort from recording and checking processes, and facilitate the provision of online identity services. This system takes identity data feeds from a range of national registers across the public service and seeks to match them.</p> <p>CMOD is making a number of applications such as data matching, PPSN look-up, address matching/validation, household control information, online authentication services available on an incremental basis. Application programming interfaces (APIs) have been developed which will facilitate integration into local systems.</p>	<p>This commitment has been met.</p> <p>CMOD will continue to 'market' the Single Customer View application to encourage appropriate take-up generally as well as integration into local systems.</p>

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New technology 1.10 1.11 1.14 4.13 4.15	<p>Ongoing over life of the Agreement</p> <p>Strategy for Govt. approval in Q2 2012</p>	<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 develop a Cloud Computing strategy for the public service. This will be finalised in conjunction with the Public Service CIO Council. Opportunities for possible market exercises will be examined later in 2012.</p>	<p>Considerable research on Cloud Computing has been conducted with a wide range of ICT companies, industry analysts, and peers in other industries and jurisdictions.</p> <p>A considerable number of bodies have already moved their backend computer infrastructure in whole or part into data centres operated by the Revenue Commissioners and the Department of Agriculture. For example, 14 public bodies are now hosting equipment in Revenue’s data centre and 7 more are being planned or migrated. The CIO Council has begun work to develop service levels and quality standards for such rationalisation.</p> <p>CMOD is working with the CIO Council in the development of a Cloud Computing Strategy for the Public Service. It is aimed to bring this to Government for approval before end Q2 2012. This Strategy will set the direction for further developments in this area.</p>