

Integrated Action Plan under the *Public Service Agreement 2010-2014* for the Civil Service and State Agency Sectors

The *Public Service Agreement 2010 - 2014* (PSA) between the Government and Trade Unions representing public service workers is designed to support the continued delivery of excellent public services in a climate of reducing resources and staff numbers. In the context of the Government's commitments in relation to pay and security of employment, it has been accepted by the parties that savings and efficiencies will need to be maximised and productivity in the use of resources greatly increased through revised work practices, organisational restructuring, innovations and other initiatives.

Although there has been substantial change to the Civil Service and Non-Commercial State Sponsored Bodies (State Agencies) sectors in the past, change must now be pursued more urgently and directly over the lifetime of the Agreement, so that a smaller public service can meet those challenges despite a reduced staffing cohort working in fewer organisations from a reduced number of locations.

This integrated Action Plan for the Civil Service and State Agency sectors has been revised to reflect the specific productivity measures, business process and service delivery measures and initiatives relating to staffing levels and structures that will be progressed in 2013 and beyond.

It should be noted that this is not an exhaustive or final list of efficiencies and actions that will be pursued in the interests of flexibility and productivity during the lifetime of the Agreement. The Agreement is dynamic, with the change/reform/modernisation proposals being revised, added to and expanded on an ongoing basis, to support the budgetary process, future Government decisions on services, and the implementation of the Government's Public Service Reform Plan.

As well as key central initiatives to underpin essential change and reform, this Plan highlights some examples of the actions which specific Departments, Offices and agencies intend to take. Many more specific measures are identified in the Action Plans of individual Departments, Offices and state agencies and are the subject of a process of engagement at local level. The plans of individual Departments, offices and agencies are available on their organisations' websites. In respect of any particular Civil Service Department/Office or state agency, this sectoral plan will apply along with the Action Plan for that body.

This revised Action Plan will be submitted to the Implementation Body following consultation with the Trade Unions representing staff of the Civil Service and State Agency sectors.

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	Action/commitment	Target Date for Implementation
Resources 1.5 4.3 4.4	<p>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.</p> <p>The numbers at end Q3 2012 were as follows:</p> <ul style="list-style-type: none"> - Civil Service: 36,316 (excluding Civil Servants that work for the Oireachtas, which is directly funded by the Central Fund) - NCSAs: 10,800 <p>2012 ceilings are as follows:</p> <ul style="list-style-type: none"> - Civil Service: 36,208 (excluding Civil Servants that work for the Oireachtas, which is directly funded by the Central Fund) - NCSAs: 10,892 <p>The Government is committed to creating, a leaner more efficient Public Service. To this end, the identification of staff surpluses is underway across the public service. Where surplus staff cannot be redeployed exit mechanisms, (including voluntary redundancy) will be employed.</p> <p>Final decisions on numbers reductions to be achieved in each sector will take account of the surpluses identified by Ministers in respect of their portfolios and of expected rates of retirements in those sectors, Departments and Offices over the next few years.</p>	Over the lifetime of the Agreement

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1.8 1.9 4.3 4.4 6.4	<p>by end of 2012 and a further 46 critical reviews were to take place by end of June 2012. These measures affect over 200 different bodies.</p> <p>With regard to the 48 measures, the Government decided not to proceed with the absorption of the National Cancer Registry at this time. The other 47 measures are being implemented on an administrative or legislative basis by end-year, unless otherwise agreed with the Department of Public Expenditure and Reform. Regarding the 46 critical reviews: 24 of the reviews have recommended proceeding with the measures; 10 did not recommend proceeding with proposed measures, 8, the majority of which were Health/HSE related, were deferred due to wider sectoral developments; and 4 reviews are ongoing or are part of wider reviews with end-year timeframes.</p> <p>The Government has decided that the 24 measures which recommend proceeding with proposals should proceed with a time frame for implementation by end-2013. Those reviews not recommending proceeding with measures have being requested to bring forward alternative proposals to improve shared services; operational synergies; etc.</p>	
Reconfiguration 1.7 1.8 1.9 4.3 4.4 6.3 6.4	<p>Organisational restructuring to meet business needs</p> <p>Departments, Offices and agencies will continue to 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, Teagasc, Forfás, INIS (D/Justice & Equality), D/Social Protection and D/Jobs, Enterprise & Innovation.</p> <p>Specific examples (not exhaustive) include:</p> <ul style="list-style-type: none"> ▪ D/Jobs, Enterprise & Innovation is reforming the State's Workplace Relations Services. This Reform Programme will establish a new two-tier Workplace Relations structure which will involve two statutorily independent bodies replacing the current five ▪ Expansion of the pilot programme by the Irish Naturalisation and Immigration Service (INIS) at Dublin airport to civilianise certain ports of entry duties over a 24x7 basis. ▪ Integration of Forfás policy functions into the D/Jobs, Enterprise & Innovation. ▪ CSO is transforming its household survey system - design and implementation stages by mid 2014. 	<p>Over the lifetime of the Agreement</p> <p>Early 2013</p> <p>On a phased basis to Q4 2014</p> <p>End 2013 2012-2014 Q4 2012</p>

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	<ul style="list-style-type: none"> ▪ D/Arts, Heritage & the Gaeltacht will conclude a review of staffing and structures relating to its Gaeilge and Gaeltacht functions. ▪ Courts Service will replace current single jurisdictional provincial Court and District Court with a unified multijurisdictional office in each county. ▪ D/Social Protection will continue the roll-out of Intreo, the integration of employment and support service designed to provide a more streamlined approach and offering practical, tailored employment services and supports for jobseekers and employers alike. 	<p>2013</p> <p>Q4 2014</p>
<p>Reconfiguration</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>Departments, Offices and Agencies will intensify efforts to reduce their office and accommodation requirements.</p> <p>OPW will continue to manage and rationalise the state property portfolio through for example:</p> <ul style="list-style-type: none"> ▪ Assessment of the overall approach to the management of the property portfolio, e.g., centralised, regional, etc. ▪ Surrender of leases due to expire. ▪ Disposal of surplus owned properties. ▪ Disposal and/or reassignment of property released due to the reconfiguration of/reduction of office space by Government bodies. ▪ Move to more energy efficient buildings. ▪ Convert higher cost leases to lower cost leases where opportunities arise. ▪ Strategic Review of State-owned office Buildings over 1,000sqm. ▪ Carry out a review of car parking provision with the aim of not renewing licences and leases on car parking which is not part of leased buildings. <p>Specific examples of plans to rationalise accommodation include:</p> <ul style="list-style-type: none"> ▪ D/Social Protection will review accommodation with a view to minimising costs (e.g. by co-location in towns with more than one office following the transfer of services from FÁS and HSE, new accommodation approaches, etc.). ▪ Property Registration Authority will vacate office space occupied in Setanta Centre. ▪ Courts Service is considering the future of a number of stand alone District Court offices, the programme to rationalise the number of Court venues will continue. ▪ Fáilte Ireland premises will be reduced in line with business needs. ▪ D/Environment, Community, & Local Government will vacate Tubbercurry offices in 2013, 	<p>Over lifetime of the Agreement</p> <p>To end 2014</p> <p>Q1 2013</p> <p>2013</p> <p>2013</p>

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	<p>rationalising its offices in the West to Ballina.</p> <ul style="list-style-type: none"> ▪ Government Publications shop will be closed by OPW and transition to sale by internet and mail-order. ▪ D/Arts, Heritage and the Gaeltacht aim to achieve savings of 0.4m from a review of its accommodation and office portfolio. ▪ As part of the local office re-organisation in D/Agriculture, Food & Marine, among the projects underway are a move from Galway city to office sharing with Teagasc in Athenry and rationalisation of accommodation in Clonakilty from two offices to one. ▪ Legal Aid Board to make decisions on its property portfolio and location of services. 	<p>Q4 2012 Q1 2013</p> <p>Q4 2012</p> <p>Q4 2012</p>
<p>Resource management 1.4 1.10 4.4</p>	<p>Cross-streaming, co-location, grade restructuring and rationalising management structures</p> <p>Cross-streaming and review of grading structure Departments, Offices will continue to explore cross stream reporting opportunities. In this context, discussions with the Unions in a Sub Committee of General Council are currently in train on cross stream promotion across the Civil Service. If no agreement can be reached the issue will go to Third Party adjudication.</p> <p>A review of the grading structure of the Civil Service is currently underway to assess the scope to reduce the number of management grades.</p> <p>Specific initiatives by Departments and Offices include:</p> <ul style="list-style-type: none"> ▪ Proposals regarding grade restructuring and work structures have been developed and will be considered and progressed in D/Agriculture, Food & the Marine. ▪ OPW will set out grading bands and equivalences with a view to bringing forward proposals. ▪ D/Health to consider outcome of review of cross stream reporting arrangements. ▪ Inland Fisheries Ireland and Ordnance Survey Ireland are actively streamlining and rationalising management structures. ▪ D/Public Expenditure & Reform will address working structures to identify potential for greater delegation, wider span of responsibilities for line managers and the creation of larger teams with flexible working and reporting arrangements. ▪ Heritage Council will develop multidisciplinary working groups. 	<p>Over the lifetime of the Agreement</p> <p>Mid 2013</p> <p>Mid 2013</p>

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	<ul style="list-style-type: none"> ▪ D/Environment, Community & Local Government will review the span of control of managers in Agencies. 	
Resource management 1.8 4.2	<p>Efficiencies will need to be maximised and productivity in the use of resources greatly increased through revised work practices and other initiatives.</p> <p>Restatement and simplification of the circulars and other documents that comprise the Personnel Code.</p> <p>Streamlining / modernisation of HR policies and practices with a view to securing improved practices, organisational performance and administrative efficiencies.</p>	End 2013 2012 and ongoing
Recruitment 1.7 1.13 4.3 4.11 4.18 6.3.1 (i) 6.3.3	<p>Recruitment</p> <p>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).</p> <p>Increase specific skills levels by 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>Departments, Offices and Agencies will continue to support the D/Social Protection FÁS Work Placement Programme (WPP) and the JobBridge Internship programme.</p>	Immediate and ongoing ongoing ongoing ongoing
Attendance Patterns 1.8 4.1 4.4	<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. Effective time and attendance systems will help to ensure resources are available to meet service needs.</p>	2012 and ongoing over the lifetime of the Agreement

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	Streamline the administration of the annual leave year in the civil service to a calendar year (Jan/Dec) basis in the context of and in support of the move to the HR Shared Service.	in 2013 Move to calendar year from January 2014

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.

Terms of the Public Service Agreement 2010 - 2014	Action/commitment	Target Date as per Current Action Plan
Business Processes 4.13	<p>Business Process Improvement Business Process improvement will form an ongoing part of service delivery in the Civil Service and State Agency sectors. The new BPI Network established by D/Public Expenditure & Reform will help build effective business process improvement capability across the Public Service.</p> <p>Examples of BPI initiatives planned in the or that are underway include:</p> <ul style="list-style-type: none"> ▪ Those business process improvement initiatives as described for example in the Action Plans of the Forensic Science Laboratory, Garda Síochána Ombudsman Commission, and National Disability Authority with a view to efficiencies, process refinement and reduced costs. ▪ D/Social Protection is implementing a new, more efficient, payment mechanisms and is engaged in a multiannual transformation programme which will lead to full integration of employment, activation and other supports. ▪ D/Social Protection will also continue to modernise its claim and payments processing systems and arrangements. ▪ D/Jobs, Enterprise & Innovation will undertake a business process review for an online application process and payment system for Employment Permits. ▪ D/Jobs, Enterprise & Innovation will undertake a BRP of Workplace Relations business 	Q4 2012 and ongoing

Terms of the Public Service Agreement 2010 - 2014	Action/commitment	Target Date as per Current Action Plan
	<p>processes.</p> <ul style="list-style-type: none"> ▪ As described in their Action Plan, D/Agriculture, Food & the Marine has an ongoing programme of business process improvements including a Review of the Regional Laboratory Structure. ▪ Courts Service will apply business process improvement across the organisation. ▪ Public Appointments Service will seek to use LEAN Six Sigma techniques to streamline business processes. <p>Information sharing Departments and relevant agencies will seek to progress information sharing and co-operation with other agencies where this will lead to efficiencies and enhance service delivery.</p> <p>Specific examples include:</p> <ul style="list-style-type: none"> ▪ D/Agriculture, Food & the Marine will pursue greater inter-agency cooperation with Customs at ports and airports, where both have responsibilities regarding entry checks. ▪ Protocols for information sharing between the key criminal justice agencies (Courts Service, Prison Service, Probation Service and An Garda Síochána) supported by D/Justice & Equality will be developed and implemented. ▪ Food Safety Authority of Ireland will enhance its web-based inspection reporting system to all access to other agencies. ▪ Revenue will phase in the introduction of iXBRL (inline eXtensible Business Reporting Language - a language that allows the presentation of financial information in a computer readable format) for electronic submission of financial statements to Revenue will support better exchange of information between Revenue, Companies Registration Office and Central Statistics Office. 	<p>2012 and ongoing</p> <p>Q4 2012</p> <p>End 2013</p> <p>Q4 2012</p> <p>2013</p>
<p>Greater Efficiencies 4.13 4.16</p>	<ul style="list-style-type: none"> ▪ Greater efficiencies will be sought in payroll and pensions administration, including through reviewing the frequency of payments. ▪ D/Foreign Affairs & Trade will implement a new Integrated Duty Officer service which will deliver annual savings of €67k. ▪ Courts Service will optimise the use of courtroom technology (video-conferencing between the Prison Service and Courts and the use of electronic charge sheets) to deliver greater 	<p>Jan. 2014 (subject to outcome of C&A process)</p> <p>Q4 2012</p> <p>2012 and ongoing</p>

Terms of the Public Service Agreement 2010 - 2014	Action/commitment	Target Date as per Current Action Plan
	<p>efficiencies.</p> <ul style="list-style-type: none"> ▪ D/Education & Skills will put in place online payroll facilities for schools and other web-based services and cease issuing payable orders in its payroll division. ▪ D/Finance will move all payments to electronic basis. 	<p>2013</p> <p>Mid 2013</p>
<p>Shared Services 1.11 4.13 4.15</p>	<p>The first transitions to the new HR Shared Services Centre in Clonskeagh in Dublin are expected in March 2013, with all in scope bodies to be transitioned by the end of 2014. The HR shared service is expected to generate €12.5m in annual savings when fully implemented.</p> <p>The Civil Service Pensions Administration Shared Services has been significantly advanced and is now in scope for transitioning in 2013 along with the new HR Shared Services Centre.</p> <p>A business case for payroll shared services is expected to be brought to Government.</p> <p>Baselining of Banking and Financial Management arrangements in the Civil Service.</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/Agriculture, Food & the Marine will seek to increase the use of shared services between it and its agencies, especially in the ICT area. ▪ A working group of state agencies under the aegis of D/Environment, Community & Local Government work to identify core services suitable for sharing or for external delivery. ▪ Inland Fisheries Ireland will seek to move to a shared payroll service. ▪ Public Appointments Service will continue to drive the shared recruitment service agenda in the public service to deliver savings ▪ D/Transport, Tourism & Sport will complete the migration of payroll administration to the D/Finance Tullamore shared service centre. 	<p>Transitions commencing March 2013</p> <p>Q1 2013</p> <p>Q1 2013</p> <p>Q1 2013</p> <p>2012 and ongoing</p>
<p>External Service Delivery</p> <p>Service Delivery Options</p>	<p>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.</p> <p>“First wave” of external service delivery projects to be identified by November 2012. Baselining exercise on these first wave projects to commence late 2013 and be completed in Q1 2013.</p>	<p>Q1 2013 for “first wave” assessment</p> <p>Q2 2013 for “second wave” identification and</p>

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Appendix	<p>Subsequent business case and implementation, if assessment warrants, to commence from Q2 2013.</p> <p>Baselining exercise for “Second wave” of external service delivery projects to commence in Q2 2013. Subsequent business case and implementation, if assessment warrants, to commence from Q3 2013.</p> <p>Examples of projects that will be progressed in this area include:</p> <ul style="list-style-type: none"> ▪ D/Communications, Energy and Natural Resources is in the process of tendering for a range of services where savings of up to 10% have been targeted. ▪ Courts Service is examining the case for outsourcing the printing of summonses. 	<p>assessment</p> <p>Subsequent waves ongoing to 2014 and beyond</p>
<p>Procurement</p> <p>1.10 1.11 4.13 4.15</p>	<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 also continue to advance the pilot for eInvoicing in Ireland. The full adoption of eInvoicing for public and private sector entities will ultimately lead to multi million € savings for the public and private sectors. NPS will also continue to manage and upgrade the operation of the <i>eTenders</i> website.</p> <p>In addition, following the capacity and capability review of the central procurement function to identify the actions required to realise substantial savings in public procurement in the short and medium term, the government agreed proposals including:</p> <ul style="list-style-type: none"> - integrating procurement policy, strategy and operations in one office through the establishment of a National Procurement Office (under the aegis D/Public Expenditure and Reform) which will be headed by a Chief Procurement Officer; - strengthening spend analytics and data management; - examining the specifications set out for goods and services; - evaluating demand levels to assess how demand (volume) can be reduced; and, strengthening vendor and category management. <p>These reforms will lead to reductions in the cost of goods and services; better procurement services at lower cost; introduction of technical standardisation; greater attention to contract management and better problem resolution; greater levels of professionalism among staff responsible for procurement; and better performance management of the central procurement function.</p> <p>Specific examples of procurement initiatives include:</p>	<p>2012 and ongoing</p>

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	- a Central Procurement Unit has been established in the D/Agriculture, Food & the Marine to manage procurement of the Department.	
Inspection Services 1.10 4.14	<p>Departments and Agencies sill streamline inspection processes where appropriate and apply more risk based approaches in inspection and enforcement activities.</p> <p>Examples include:</p> <ul style="list-style-type: none"> - D/Agriculture, Food & the Marine: <ul style="list-style-type: none"> ▪ inspectorate functions across the Department are engaged in a process of re-organisation to improve efficiency and effectiveness. A target has been set to reduce the average cost of inspections by 10%. ▪ adjust regulatory presence in meat plants: a lean process review of the meat inspection service has been commissioned. - Health Information & Quality Authority (HIQA): <ul style="list-style-type: none"> ▪ implementation of a review of core regulatory processes including inspection and monitoring activities. - D/Education & Skills (Inspectorate) : <ul style="list-style-type: none"> ▪ Inspections will continue to be altered to increase efficiency and focus resources on the key areas of teaching, learning and leadership. 	<p>2012 and ongoing</p> <p>012-2014</p> <p>Mid 2013</p> <p>Ongoing</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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<p>Customer centred delivery 1.4 4.4</p>	<p>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.</p> <p>For example, the D/Agriculture, Food & the Marine will develop improved service delivery targets for farmer customers with the publication of a revised Farmers Charter and Action Plan. Customer help lines will be established and staffed with experienced officials to deal with technical and scheme related queries that arise, improve the customer experience and complement online service provision.</p> <p>The Citizens Information Board Single Point Of Initial Telephone Contact (SPOTC) project aims to create a single contact point for clients of the Citizens Information Board and its delivery partners (citizens information services, MABS, Traveller MABS, national advocacy services etc.)</p> <p>D/Transport, Tourism & Sport will reform the administration of driving licences.</p>	<p>Ongoing</p> <p>2012-2014</p> <p>Phase 1 Q4 2012 Phase 2 Q1 2013 Phase 3 Q4 2013</p> <p>Q4 2012 - Q4 2013</p>
<p>New technology 4.13</p>	<p>eGovernment Strategy Under the new eGovernment Strategy Government Departments and other non-commercial public bodies are examining their own services, particularly public facing ones, to consider how these can be moved online. The Strategy requires public bodies to consider new initiatives, such as exploiting the 'apps' market to delivery functionality through smart devices.</p>	<p>First progress report to Government Q1 2013</p>

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	<p>Examples of specific initiatives which Departments, Offices and Agencies will take include:</p> <ul style="list-style-type: none"> - Applications for renewal of licences from the Property Services Regulatory Authority will be fully automated. - National Transport Authority to develop GIS database of bus stops, routes etc. to support decisions on bus licensing applications and public service contracts. - A new eRepayments project will allow Revenue to issue repayments to business taxpayers electronically. - CSO will introduce a new online delivery format for statistical releases and tables and system for secure remote access for statistical research purposes. - D/Education & Skills will pilot P-POD (Post-Primary Online Data) to capture post-primary data from schools prior to its expansion to all schools at the start of the 2013/14 school year. - D/Jobs, Enterprise & Innovation will provide an e-form for employment rights complaints 	<p>2013</p> <p>Q4 2012</p> <p>Q4 2012 Q4 2012</p> <p>Q4 2012</p> <p>Q1 2013</p>
<p>Identity Management 1.10 1.11 1.14 4.13 4.15</p>	<p>D/Social Protection will continue the roll out of Public Services Cards and along with the D/Public Expenditure & Reform, will promote their usage in other agencies. The card will enable individuals to gain access to public services more efficiently and with a minimum of duplication of effort, while at the same time preserving their privacy to the maximum extent possible.</p>	<p>2012 onwards</p>
<p>Identity Management 1.10 1.11 1.14 4.13 4.15</p>	<p>The Single Customer View (SCV) system 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 has made 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>Rollout of the SCV ongoing. A project to use the SCV as a hub for rolling out high-quality data collected under the Public Services Card program will commence in Q1 2013.</p>

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New technology 1.10 1.11 1.14 4.13 4.15	<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 and market exercises. A Cloud Computing Strategy for the Public Service has been developed in conjunction with the Public Service CIO Council and approved by Government. Initial market exercises are in the planning phase.</p>	<p>Over lifetime of the Agreement</p> <p>Initial market exercises by Q2 2013.</p>