

Action Plan - Public Service Agreement - Local Authority Sector - November 2012

The Public Service Agreement 2010 - 2014 (PSA) is an agreement between management and trade unions representing public sector workers and is designed to ensure the delivery of excellent public services in the context of the reduction in public sector numbers. It has been accepted by the parties that efficiencies will need to be maximised and productivity in the use of resources greatly increased through revised work practices, innovations and other initiatives, in return for commitments in relation to pay and security of employment.

The Action Plan represents the specific efficiencies and productivity measures which local authority management will be implementing at sectoral level under the Agreement. The Action Plan is designed to take into account the dynamic feature of the process under the PSA and, as with previous Action Plans, this Plan will include the revision, addition to and expansion of the change/reform/ modernisation proposals.

In order to drive the reform agenda in the local government sector, a dedicated Programme Management Office (PMO) has been established and reports to a high-level oversight group.

This document should be read in conjunction with individual action plans for local authorities. Each local authority will engage in a consultative process, at local level, in relation to its action plan.

This Action Plan will be submitted to the Implementation Body (IB), following consultation with the trade unions representing the sector, through the Local Authority Implementation Committee (LAIC). Where disagreement on implementation on any element of the Plan arises, at either national or local level, the matter will be dealt with in accordance with paragraphs 1.23 and 1.24 of the PSA.

| Restructuring | Paragraph of Agreement | Benefits | Timeframe |
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| Implementation of revised staffing structures, which take account of the reduction in staff numbers and the recommendations of the Workforce Study. This will be achieved by, <i>inter alia</i> , the rationalisation of services and service delivery through, shared services, joint approaches or other collaborative arrangements, efficiencies in procurement arrangements and redeployment. | 1.1 1.4 1.10 5.4 5.12 | Ensure delivery of services in the context of a progressive reduction in staff numbers | 2012/2013 |
| ECF and Work-Force Planning: Reductions in staffing levels envisaged through the Employment Control Framework. | 1.5 1.10 5.4 | Ensure delivery of services in the context of a progressive reduction in staff numbers | Throughout the duration of the Agreement and taking account of decisions of government as appropriate |

| | ECF (WTE) | Total (WTE) | | |
|--|-----------|-------------|--|---|
| December 2011 | 30,250 | 29,744 | | |
| March 2012 | - | 28,811 | | |
| September 2012 | - | 28,652 | | |
| December 2012 | 29,980 | | | |
| December 2013 | 29,980 | | | |
| December 2014 | 29,730 | | | |
| December 2015 | 29,480 | | | |
| <p>To support the sector in effectively managing the combination of staff reductions and organisational change, a Workforce Study has been undertaken jointly by local authorities and the DoEC&LG. In particular, it assesses the management requirements of local authorities bearing in mind the potential impacts of shared services and other reform initiatives. Each local authority is in turn preparing a detailed workforce plan outlining how it will implement the Study's recommendations.</p> <p>The Report recommends, <i>inter alia</i>, that:</p> <ol style="list-style-type: none"> 1. The organisation structure be flattened by phasing out the Senior Staff Officer grade 2. LAs should conform to number bands in relation to other management grades across the sector 3. Outdoor staff numbers need to be critically assessed immediately <p>The potential to reach the optimum staffing structures in local authorities as outlined in the Workforce Study, as soon as possible, through the use of appropriate voluntary exit mechanisms is being examined by the DoEC&LG/local authorities, in consultation with the Department of Public Expenditure & Reform (DoPE&R).</p> | | | Projected saving €24m | Throughout the duration of the Agreement |
| <p>Allowances Review: Review of allowances in the sector is on-going in accordance with the D/PER review.</p> | | | Targeted saving of €3m in accordance with Government decision. | Circular on national allowances - October 2012 |
| <p>Local Government Reform: Reform programme for local government "<i>Action Programme for Effective Local Government</i>" (October 2012). Actions include structural reform at regional, county, and sub-county level.</p> <ul style="list-style-type: none"> • Alignment of Community Function with Local Authorities: Implementation plan for community alignment with local authorities will be finalised in 2012. <p>Implementation Structures with independent oversight have been put in place to oversee local authority amalgamations.</p> <ul style="list-style-type: none"> • Limerick Local Authorities Amalgamation: The detailed Implementation Plan, including HR, for Limerick is in preparation. • Tipperary Local Authorities: The Tipperary Implementation Plan was signed off in October | | | 1.3 1.9 | <p>Greater efficiencies in the delivery of services.</p> <p>Enhanced role for local government in local and community</p> |

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| <p>and implementation is underway. It provides, inter alia, for a 40% reduction in senior grades.</p> <ul style="list-style-type: none"> • Waterford Local Authorities: The unification decision was made in October implementation Plan currently being prepared. • Regional and Sub-County Structures: The Government approved proposals to reform sub-county and regional local authority structures, including significant rationalisation of structures and membership and a new system of devolved municipal governance within counties. | | <p>development</p> <p>Structural Reform savings targeted of €40-€45 million</p> | <p>Legislation required for structural reforms - 2013</p> |
| <p>State Agency Rationalisation and Reform: The rationalisation of State agencies / functions in, and or with, the Local Government Sector to maximise the potential to deliver services through the local authority structures and infrastructures, and using innovative collaborative models. Local Government (Miscellaneous Provisions) Act 2012 was enacted in July 2012 and further facilitated the sector's agency rationalisation programme from 21 agencies to 10.</p> <p>The two regeneration agencies in Limerick are being merged into the amalgamated Limerick Local Authority.</p> <p>The operations of the Dublin Docklands Development Authority (DDDA) will be wound up by the end of 2013. The agency rationalisation/efficiency agenda will be kept under review, taking account of the Public Service Reform Plan, insofar as other agencies under the Department's aegis are concerned.</p> <p>Local Enterprise Offices: The increasing role for local authorities in economic development and enterprise support will also be facilitated through the development of Local Enterprise Offices (LEOs) bringing together County Enterprise Boards and Local Authorities' existing business support functions. In this regard, an Implementation Working Group (IWG) has been established under the leadership of the Department of Jobs, Enterprise and Innovation. There are three sub-groups, dealing with -</p> <ol style="list-style-type: none"> 1. Functions and Structures 2. Human Resources and Staffing, and 3. Service Level Agreements, Budgeting and Evaluations & Approvals <p>All Groups include representation from the CCMA and DoEC&LG.</p> | <p>5.3 5.7</p> | <p>Greater efficiencies in the delivery of services.</p> <p>€500,000</p> | <p>Throughout the duration of the Agreement</p> <p>2013</p> <p>2013</p> <p>Final Report December 2012</p> <p>Primary legislation Q2 2013</p> |
| <p>Irish Water: The Government decided in December 2011 to establish Irish Water as a public water utility, to introduce charges for domestic consumers based on usage, to implement a domestic metering programme and establish a water economic regulatory function under the Commission for Energy</p> | <p>5.6</p> | <p>Greater efficiencies in the delivery of services</p> | <p>Throughout the duration of the Agreement</p> |

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| <p>Regulation (CER). A six-week consultation process on these reforms was concluded on 24th February, 2012. In April 2012, the Government decided to create Irish Water as an independent subsidiary within the Bord Gáis Éireann Group.</p> <ul style="list-style-type: none"> • A detailed implementation strategy for the water sector reforms has been prepared by the DoEC&LG, working with the CCMA, Bord Gáis, NewERA and CER. In line with this strategy, detailed work will be advanced on a series of work-streams required for the implementation of the reforms. • New programme management arrangements involving a Transition Office, linked to the PMO, are being put in place to provide the local authority input into of the relevant work-streams. • A specific HR/IR management (DoEC&LG, CCMA and Bord Gáis) and Unions (ICTU) consultation group has been formed. | | | <p>Implementation Plan October 2012.</p> |
| <p>Fire Services: Work commenced in late 2011 on a major policy initiative to review fire services in Ireland and to devise an appropriate future fire safety strategy. The main focus in the project is to give effect to a new comprehensive approach under the title “Keeping Communities Safe” (KCS). Broad consultation has taken place and the feedback is being considered.</p> <p>The approach to service provision proposed in KCS will address some long-standing issues (e.g. standards, structures, consistency of approach and value for money), in the Fire Service.</p> | <p>1.4 5.4</p> | <p>Greater efficiencies in the delivery of services</p> | <p>Launch Qtr 4 2012</p> <p>Implementation by local authorities 2013 - 2015</p> |

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| Shared Services | Paragraph of Agreement | Benefits | Timeframe |
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| <p>It is acknowledged that there will be a more efficient use of resources through the use of shared services. It is recognised that some of these efficiencies will be achieved within the short to medium term. It is accepted that the use of shared services will have implications for staff, including, but not limited to, office and staff relocations, reassignments and/or redeployment.</p> <p>Shared Services measures are being advanced in a way that is consistent with the overall public service reform plan under the direction of a Public Service Reform Oversight Group including independent quality assurance.</p> <p>Local Authority Shared Service Action Plan: A Local Authority Shared Services Programme and associated Action Plan has been prepared. The following large scale back office services have been identified and prioritised:</p> <ul style="list-style-type: none"> • Payroll - Business case has been through two peer reviews and is close to finalisation. • Transactional HR - Business case is at an advanced stage of completion. • Treasury Management - Business Case has been peer reviewed and approved. • ICT Back Office - Business case is underway. • LG Portal - Business Case • Accounts Payable - Business Case is underway. • Debt Collection - Business Case is underway • Legal Services - Business Case is underway • Procurement (dealt with under separate heading). • 29 PIDs in total have been completed and business cases are in preparation or are ready for peer review. | <p>1.11 5.4</p> <p>5.5 5.8</p> | <p>Enhanced and fully co-ordinated delivery of services by local authorities</p> <p>Full financial savings targets will be available through the business case process €4m saving</p> | <p>All (29) Project Initiation Documents Prepared - August 2012</p> <p>Business cases will be completed, peer reviewed and if approved move to implementation on an on-going basis. This process has already commenced and will continue in 2012 and 1st qtr 2013.</p> |
| <p>Motor Tax Offices: Continued rationalisation of Motor Taxation Offices, including within and between local authorities and alternative means of service delivery. The greater use of on-line payments and the reduction in</p> | <p>1.10 5.12</p> | <p>Maximise productivity and more efficient use</p> | <p>Throughout the duration of the Agreement and</p> |

paper based transactions with resultant savings.

of resources in the
sector

taking account of
decisions of
government as
appropriate

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| Procurement | Paragraph of Agreement | Benefits | Timeframe |
|---|-------------------------------|--|---------------------|
| <p>Implementation of projects aimed at maximising economies of scale in procurement and purchasing at local, regional, national and cross-sectoral levels, including as appropriate, the use of National Procurement Service arrangements (for example, energy saving, public lighting, print management, equipment and advertising) and including, but not restricted to the areas identified in the report of the Local Government Efficiency Review Group.</p> <p>Very significant savings of €80m have already been achieved by local authorities and reported under the LGERG implementation process. A Local Authority National Procurement Office (LANPO) has been established. The LANPO is liaising with the NPS and will work closely with the proposed Central Procurement Office once established. All local authorities have a nominated Officer that works with the LANPO and Regional Procurement Networks are being established.</p> <p>The LANPO has targeted further savings of €70m for 2012/13. It is envisaged that the savings will be achieved, inter alia, by the following means:</p> <ul style="list-style-type: none"> • LAQuotes to deliver savings of 5% on commodities where frameworks have been established and mini-competitions are being conducted, for example Plant Hire, Road Making Materials, Water Treatment & Chemicals, etc. • NPS Frameworks to deliver savings for Electricity, Gas, PPE, Paper, Stationary, Advertising, Janitorial, ICT Consumables, Vehicles, Office Equipment, etc. • Local Authority Shared Procurement Initiatives for Public Lighting, Library books, Public Car Parking Contracts and Recycling Facilities. <p>Implementation of the strategy will have implications for staff, including, but not limited to, office staff relocations, reassignments and/or redeployment.</p> | <p>5.10</p> | <p>Maximising economies of scale in procurement and purchasing</p> <p>The LANPO has targeted further savings of €70m for 2012/13</p> | <p>2012 / 2013.</p> |

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| e-Government | Paragraph of Agreement | Benefits | Timeframe |
|---|------------------------|---|--|
| <p>ICT will be a key enabler of the shared services/reform agenda. The shared services action plan also includes the projects ICT Back Office and the Local Government Portal. The rollout of the Core HPS System, (a common human resource payroll superannuation system), is continuing across the local authority sector. The sector's ICT strategy has been adopted to ensure it is fit for purpose in this regard. The main themes are a sizing of current demands, how controls for ICT will be adopted by the sector and how the ICT needs of the sector will be supplied.</p> <p>The <i>Programme for Government 2011</i> includes a commitment to establish a website to assist residents in reporting problems with street lighting, drainage, graffiti, waste collection and road and path maintenance in their neighbourhoods, with a guarantee that local officials will respond within two working days.</p> <p>South Dublin County Council piloted the www.Fixyourstreet.ie website and, subject to successful piloting and any necessary adaptations, it was envisaged that this could then be rolled out to other local authorities in the context of fulfilling the commitment in the <i>Programme for Government 2011</i>.</p> <p>The national rollout will take place on a phased basis. The prioritisation of local authorities going live to be agreed by the governance structures as set out above.</p> | <p>1.10 5.12</p> | <p>Reduction in ICT capital and operating costs, the adoption of common standards across the sector and the creation of value from the data captured in the course of the sector's activities</p> | <p>ICT Strategy 2012</p> <p>Fix Your Street Rollout to all LA's end 2012</p> |

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| Redeployment | Paragraph of Agreement | Benefits | Timeframe |
|---|---------------------------------------|---|---|
| <p>Redeployment will take place in accordance with the Agreement. <i>(Note: It is not intended that the redeployment scheme should supersede or in any way restrict or hinder normal reassignment/transfer of staff within an individual local authority. The assignment of staff remains a matter for the Manager and staff will cooperate fully with local mobility procedures and/or existing practices.)</i></p> <p>Implementation of the use of shared services and the advancement of procurement initiatives will have implications for staff, including, but not limited to, office and staff relocations, reassignments and/or redeployment. Redeployment will be examined in the context of workforce planning.</p> | <p>6.5.1 - 6.5.18 1.7 1.8</p> | <p>Facilitate the meeting of staffing requirements by absorbing surplus staff within the sector and across the public service</p> | <p>Throughout the duration of the Agreement</p> |

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| Productivity & Performance | Paragraph of Agreement | Benefits | Timeframe |
|--|-------------------------------|---|---|
| <p>Traditional Working Arrangements: Review traditional working arrangements i.e. hours of duty/attendance with a view to introducing new flexible working arrangements that suit the customer and the organisation and reduce the requirement for overtime payments.</p> | <p>1.4 5.16 5.18</p> | <p>Create efficiencies and cost savings, increased productivity and better use of resources</p> | <p>Throughout the duration of the Agreement</p> |
| <p>Property Asset Management: Continued amalgamation and relocation of local authority facilities and resources including maintenance depots and other local authority outlets or operational facilities, for operational reasons.</p> <p>Implementation of this action will have implications for staff, including, but not limited to, office and staff relocations, reassignments and/or redeployment.</p> | <p>1.10 5.4</p> | <p>Create efficiencies and better use of resources</p> | <p>Throughout the duration of the Agreement</p> |
| <p>Fire Fighter Payment Systems: Standardisation of payment systems, methods etc. for Retained Fire-fighters, to ensure the most efficient and effective use of resources.</p> | <p>1.4 5.18</p> | <p>To deliver greater efficiencies and provide for the better use of fire service resources</p> | <p>1st Qtr 2013</p> |
| <p>Flexitime: Better management and standardisation of flexitime in order to manage continuity of service and peak demands and to effect pay bill savings.</p> | <p>5.16</p> | <p>Better management of continuity of service and peak demands and to effect pay bill savings</p> | <p>Throughout the duration of the agreement</p> |

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| <p>National Performance Management and Development initiatives: A new PMDS model was recently adopted in the Sector. It provides the basis for the introduction of the link of PMDS rating to increments and promotion. PMDS has been re-invigorated in the sector and a detailed competency framework has been developed so that personal effectiveness and capacity are tested together with work output annually.</p> | 5.17 | Create a more effective performance management system which enables staff to deliver corporate objectives, promotes individual accountability and improves service delivery | New model adopted Sep 2012 rollout initiated |
| <p>Attendance Management/Sick Leave: An enhanced attendance management policy was agreed during 2011 and has been implemented. The published percentage figure for certified and uncertified sick leave in the sector in 2011 was 5.22. The figures are not yet available for 2012. A cross-sectoral approach to a common set of metrics coordinated by DoPE&R is currently under consideration on foot of the changes of sick leave arrangements in the public service. Once this process has been completed a target for potential reduction will be considered. The LGAS is currently conducting a VFM Study of sick leave in the sector the outcome of that study will also inform this process.</p> | | | Attendance Mgt. Policy 2011 Certified Sick Leave Circular - October 2012 |