



Final Progress Report on the Public Service Reform Plan 2014-2016

July 2017

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Foreword

Courtesy of Limerick City and County Council

This third and final progress report on the Public Service Reform Plan 2014-2016 illustrates a wealth of reforms right across the Public Service over recent years. It shows the commitment of public service organisations and public servants across the State to reforming how we work in order to improve services for our people, our communities and our businesses.

We are pleased to see significant progress at a central, cross-cutting level which was the main focus of the 2014-16 Reform Plan and also in the complementary reform programmes underway across the wider Public Service, led by the relevant Ministers and their Departments. We are particularly struck by the wide range of significant progress across the public service in moving services online. This Progress Report also highlights the importance of collaboration between public service organisations as many of the reforms delivered either relied on the input of several organisations or are delivering benefits beyond the original project across the Public Service.

Continued reform of our Public Services remains a priority for Government. We are determined that we will build on the achievements to date and see further significant progress in the years ahead. As we now develop a new phase of Public Service Reform, there is an opportunity to reflect on reforms to date as well as on our priorities for the future.

Importantly the OECD has recently undertaken an assessment of the Public Service Plan 2014-2016 which is to be published alongside this progress report. We will now work to take on board the findings of the OECD assessment as we develop the next phase. Our Department is preparing a new programme *Our Public Service 2020* which will focus on development and innovation in the public service and will be launched later this year.

Finally, we must thank public servants for their continued commitment to the reform programme. We look forward to further progress in the years ahead.



Paschal Donohoe TD
Minister for Finance and Public Expenditure and Reform



Patrick O'Donovan TD
Minister of State at the Department of Finance and the Department of Public Expenditure and Reform with special responsibility for Public Procurement, Open Government and eGovernment



National Gallery of Ireland, Shaw Room
Photo © Marie Louise Halpenny

Executive Summary

Scale and Challenges of Reform

This final progress report focuses on progress in public service reform in the period 2014 to 2016. It shows how many of these reforms build on progress made on the first Public Service Reform Plan which was published in 2011, and in many cases includes progress into 2017. As well as reporting against the 227 specific actions in the reform plan the report sets out a variety of examples of complementary progress in individual sectors, Departments and organisations.

At the end of 2016, there were almost 307,000 public servants delivering a wide range of services across hundreds of organisations.

The Public Service in Numbers infographic on page 8/9 shows the scale of investment in public services and the allocation of staff resources by sector. It also provides examples to illustrate the volume and diversity of public services.

The Demands on Public Services infographic on page 3 illustrates the main demographic drivers of demand for public services, showing changes over the last 10 years or so, with general population and life expectancy increases particularly significant. The infographic also illustrates how these drivers are reflected in increased demands for key services in areas such as Health, Education and Social Protection. Clearly

current and future demographic trends, as well as greater expectations, will continue to place growing demands on public service delivery.

It is important that we recognise progress in public service reform and the hard work and commitment of public servants, while at the same time acknowledging that significant challenges exist. The Programme for Partnership Government 2016 recognises these challenges and the need for ambitious policy agendas in priority areas.

The Programme commits to tackling the most pressing challenges in Ireland in areas such as housing and health. It pledges

to work to end the homelessness crisis, to reform the HSE into a more efficient and transparent health service, to support people with disabilities to maximise their potential, to target investment at crucial areas such as the early years and to support our oldest citizens. It also recognises the need for rural development and urban regeneration and to make improvements in crime prevention, and more generally in Justice and policing, and in advancing equality. At the core of the vision is greater openness, improved accountability and delivery, and more effective public participation.

Public Sector Trends 2016

While more clearly needs to be done and is reflected in a wealth of ongoing strategies and initiatives, it is important that we reflect on how Ireland is doing compared to other European countries. Findings from the IPA Public Sector Trends Report 2016 are very positive. This report shows Ireland's public services performing above the European average in a number of comparative studies.

The report found that for quality and efficiency of public administration, Ireland continues to perform very well in terms of how it is perceived by business users. For example, Ireland comes first in the EU28 for being the most professional and least politicised. Ireland ranks fourth on perceptions that Government decisions are implemented effectively and fifth for the quality of its public administration. Business uptake of eGovernment services remains among the highest in Europe and Ireland continues to have the highest take-up of electronic procurement in Europe.

Looking at public trust and confidence in public administration, this is an area where Ireland had been performing poorly in comparison with the rest of Europe since the onset of the economic crisis. However, although levels of trust continue to remain low, the position has improved across most of the indicators in 2016.

Demands on Public Services

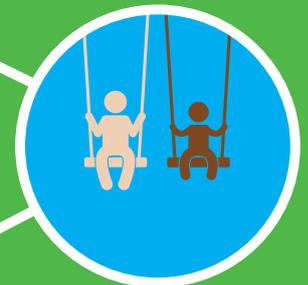
Our general population increased by **522,000** between 2006 and 2016 to stand at **4.76m** in 2016

Ireland has the **second highest fertility rate in the EU (1.94)**



Ireland has the **highest % of under 15s in the EU (34.1%)** when compared to working age population (15-64 yrs)

There has been an increase of almost **20% (183,400)** students in full-time education since 2005/2006



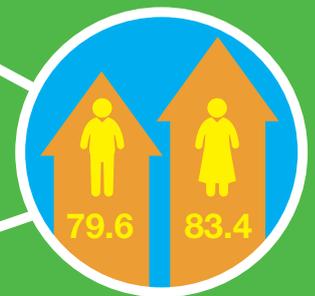
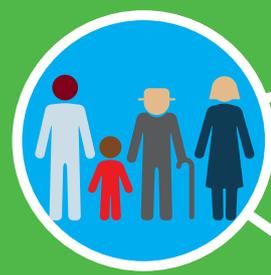
There are **13% (158,100)** more people in receipt of a weekly Social Protection payment at the end of 2016 than in 2008

There are **25% (almost 332,000)** more medical card holders now than in 2008



Life expectancy has risen from **76.7 to 79.6 years for males and from 81.3 to 83.4 for females** between 2005 and 2015

The proportion of the population aged **65 and over** has increased from **10.9% in 2006 to 13.4% in 2016**



Figures are rounded and relate to a full year, where appropriate. Most recently available figures used.

In sectoral areas, Public Sector Trends shows the Irish Education Sector comparing well to European average in terms of outcomes, with Health Sector outcomes also above European average.

IPA Public Sector Trends Report 2016

1st in the EU28 for being the most professional and least politicised

5th in the EU28 for the quality of our public administration

4th in the EU28 for perceptions that Government decisions are effectively implemented



Framework for Reform 2014-2016

The framework diagram in the Introduction illustrates how reforms across the Public Service focussed on four key areas are contributing to improved outcomes for citizens, businesses and public servants themselves. The key areas are:

- A Focus on Service Users
- A Focus on Efficiency
- A Focus on Openness, Transparency and Accountability
- A Focus on Leadership, Renewal and Organisational Reform

The Public Service Reform Plan 2014-16 included a broad range of reforms, setting out 227 specific actions to achieve this. In addition to the main text of this progress report, a detailed appendix presents final reporting tables providing an update on each of the specific actions. These tables show that at end 2016 almost 90% of the 227 actions had been either achieved or were on target.

Progress reports on the 2014-16 Reform Plan were published in March 2015 and April 2016. This final progress report is similarly structured on the four key areas of reform listed above.

Main areas of progress on cross-cutting reform

Between 2014 and 2016 strong progress has been achieved in implementing the reforms set out in the Public Service Reform Plan 2014-16. Progress is set out in greater detail in the body of this report, with more than 200 specific examples included. Some highlights are as follows:

A Focus on Service Users

- The Public Service ICT Strategy, 'Delivering better outcomes and efficiency through innovation and excellence in ICT', was launched and is being taken forward through an 18 step Action Plan. The Office of the Government Chief Information Officer is leading implementation of the Strategy, working with Departments and agencies across the Public Service;
- 2.35 million Public Services Cards, including 800,000 Free Travel variants, were issued to the end of 2016 (since their phased introduction in 2011);
- The General Scheme of a Bill on Data Sharing and Governance was approved by Government in 2015 and drafting is underway. This is part of a series of actions to improve data sharing in the public service and to strengthen the governance and management of data;
- The results of Civil Service customer satisfaction surveys of general and business customers run in recent years had the most positive results to date (over 80% satisfaction); and
- Benefacts.ie was launched in June 2015 with the aim of delivering greater public transparency on the work and funding of the non-profit sector in Ireland.

A Focus on Efficiency

- The productivity measures implemented under the Financial Emergency Measures include an additional 15 million hours each year, which are critical to ensuring delivery



James Joyce Bridge, Dublin

of quality public services to citizens and businesses;

- The Lansdowne Road Agreement was concluded in May 2015 and ratified by the ICTU Public Services Committee in September 2015, extending the Haddington Road Agreement until September 2018;
- The National Shared Services Office (NSSO) was established in 2014 within the Department of Public Expenditure and Reform to lead shared service strategy across the Civil Service. Three years later, with more than 120,000 customers, the NSSO is one of the largest Shared Services providers in Ireland, within the public or private sector;
- The Office of Government Procurement (OGP) has, since commencing sourcing operations in 2014, put in place over 100 frameworks for the provision of goods and

services for use by the public service across a wide range of portfolios;

- The Office of Public Works is leading implementation of ‘Accommodating Change – Measuring Success’, the Government’s Property Asset Management Delivery Plan, which was published in July 2013. Rationalisation of the Civil Service Estate has seen significant reductions in rental expenditure;
- The performance budgeting initiative has evolved considerably over the last number of years. Most recently, the Public Service Performance Report 2016, published in April 2017, forms a new part of the performance budgeting initiative; and
- Beginning in July 2015, the Departments of Finance and Public Expenditure and Reform now jointly host an annual National Economic Dialogue

(NED), as part of the new budgetary framework.

A Focus on Openness, Transparency and Accountability

- Following consultation on the development of an Open Data strategy in 2015, an Open Data Strategy 2017-2022 has been drafted and is due to be finalised in July 2017;
- A modernised, consolidated, restructured and more accessible Freedom of Information Act 2014 was introduced in October 2014 and, following public consultation, a Model Publication Scheme was published in October 2015;
- The Public Sector Standards Bill 2015 was published in December 2015 and it is intended that the legislation will be enacted in 2017;

- New Guidelines on State Board appointments were published in November 2014;
- An Accountability Board for the Civil Service has been established; and
- A Corporate Governance Standard for the Civil Service was published in November 2015.

A Focus on Leadership, Renewal and Organisational Reform

- A revised Public Service Sick Leave Scheme was introduced in 2014 for the majority of the Public Service;
- Results of the first Civil Service wide employee engagement survey were published in January 2016 and Departments/ Offices are implementing a wide range of initiatives in response;

- Significant progress has been made on developing and implementing a new shared model for Learning and Development in the Civil Service since the project commenced in 2015;
- A new programme of Organisational Capability Reviews is underway in the Civil Service;
- Annual Civil Service Excellence and Innovation Awards were introduced and held in December 2015 and December 2016; and
- Integrated Reform Delivery Plans were completed by all Departments and major Offices each year.

Organisational / Sectoral Reforms

This report focuses mainly on cross-cutting reforms that generally

apply right across the Public Service. The Reform Framework set out in the Introduction illustrates the emphasis on driving reforms in the five key sectors of Health, Education, Local Government, Justice and the Civil Service.

In addition there are, of course, a range of further organisational or sector specific reforms, the implementation of which is led by the relevant Ministers and their Departments. Integrated Reform Delivery Plans (IRDPs) were produced annually by all Departments and major Offices to incorporate these specific reforms alongside the cross-cutting reforms from the Public Service Reform Plan, the Civil Service Renewal Plan and the Haddington Road/ Lansdowne Road Agreements.



Dáil na nÓg

Civil Service Renewal Plan

Published in October 2014, the Civil Service Renewal Plan is a significant part of the overall Public Service Reform Framework. The three year plan outlines 25 practical actions that will create a more unified, professional, responsive, open and accountable Civil Service that can provide a world-class service to the State and the people of Ireland.

The Plan is being implemented over four phases and three progress reports on the Plan have been published to date, most recently in June 2017. This latest progress report shows that significant progress has been made in implementing the ambitious programme of change set out in the Plan.

Significant achievements to date under the Plan include:

- the establishment of the Accountability Board;
- the establishment of the Civil Service Management Board (CSMB);
- the introduction of annual Civil Service Excellence and Innovation Awards;
- the development of a Corporate Governance Standard for the Civil Service;
- significant progress in preparing for the introduction of the new shared Learning and Development model;
- a communications and staff engagement programme with staff around the country;
- the development of a new two point rating system for PMDS;
- strengthening the Disciplinary Code;
- new staff mobility schemes; and
- holding a series of Open Policy Debates involving stakeholders

to support more open approaches to policy-making.

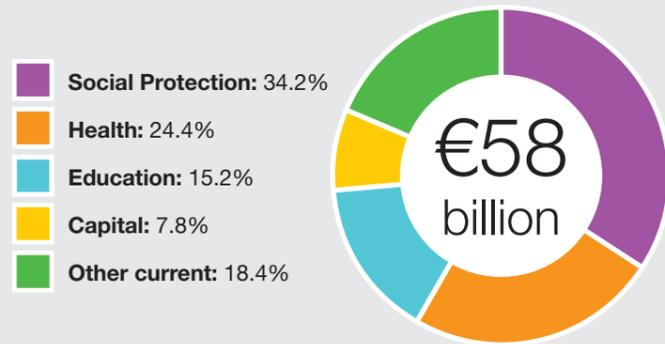
The development of a new Civil Service People Strategy is a further example of the new HR initiatives that will support higher levels of performance, to meet current and future business needs. Departments are also implementing various initiatives in response to the first-ever Civil Service-wide Employee Engagement Survey.

OECD Assessment and Next Phase of Public Service Reform

In 2016, the Government commissioned the OECD to assess key elements of the Public Service Reform Plan 2014-16, with a view to informing the next phase of public service reform. The OECD's assessment evaluates the 2014-16 Reform Plan on its achievements, design, governance and project management approach. The OECD report will be published alongside this final progress report. The findings of the OECD report will be taken forward in future reform efforts, in particular, in the forthcoming *Our Public Service 2020: Development and Innovation Framework* which is intended to succeed the Public Service Reform Plan 2014-16 and which will be published later in 2017.

The Public Service in Numbers

Exchequer investment in public services in 2017



306,578 Public Service Employees at end 2016



Civil Service



80.7 million payments made to
2.1 million million beneficiaries of Social Protection schemes

15 million customer contacts with the Revenue Commissioners, of which 10 million (67%) were online

575,000 driving licences issued

733,000 passports issued

131,500 applications processed under the Basic Payment Scheme (77% online)

Education

61,000 teachers educating
931,000 young people in 4,000 schools

179,000 students in full-time 3rd level education

338,000 further education and training places available

118,000 pre-school children in the Early Childhood Care Programme

Over 5,600 inspections in schools and places of education

Health

64,000 babies born in our hospitals

10.5 million home help hours delivered

142,000 women attended BreastCheck

314,000 emergency calls made to the Ambulance Service

Over 3.3 million new and return outpatient attendances

Justice

3 million crime prevention text messages under the Garda Text Alert Scheme

15,100 offenders dealt with through the prison system

10,000 conferred with citizenship

492,000 civil and criminal matters resolved before the courts

8.24 million online Land Registry transactions and other activities

Local Government

Over 17,000 non-emergency issues reported to local councils via Fix Your Street

5,000,000 motor tax transactions, (70% online)

Fire services mobilised to over 36,000 incidents

Over 17 million visits to libraries

19,000 homes delivered across all social housing programmes

State Agencies

64,000 food businesses inspected by agencies on behalf of the Food Safety Authority of Ireland

24,100 homes and 385 public, commercial and community buildings upgraded through the SEAI Better Energy Programme

Enterprise Ireland client companies support over 300,000 jobs in every town and village in Ireland

Defence

603 Defence Forces personnel deployed overseas in 10 mission areas in 9 regions

Introduction

Over the last six years, Public Service Reform has played a key role in Ireland’s economic recovery. The first Public Service Reform Plan (2011-2013), published in late 2011, was strongly focused on reducing costs and increasing efficiency within the Public Service. The achievements of this phase of reform were outlined in two progress reports published in 2012 and 2014.

The second Public Service Reform Plan covered the period 2014-2016 and was published in January 2014. This second phase of reform has been focused on service improvement and delivering better outcomes for service users. Progress reports on this plan were published in March 2015 and April 2016. This report is the third, and final, progress report on the 2014-2016 phase of reform. It describes key reform achievements across

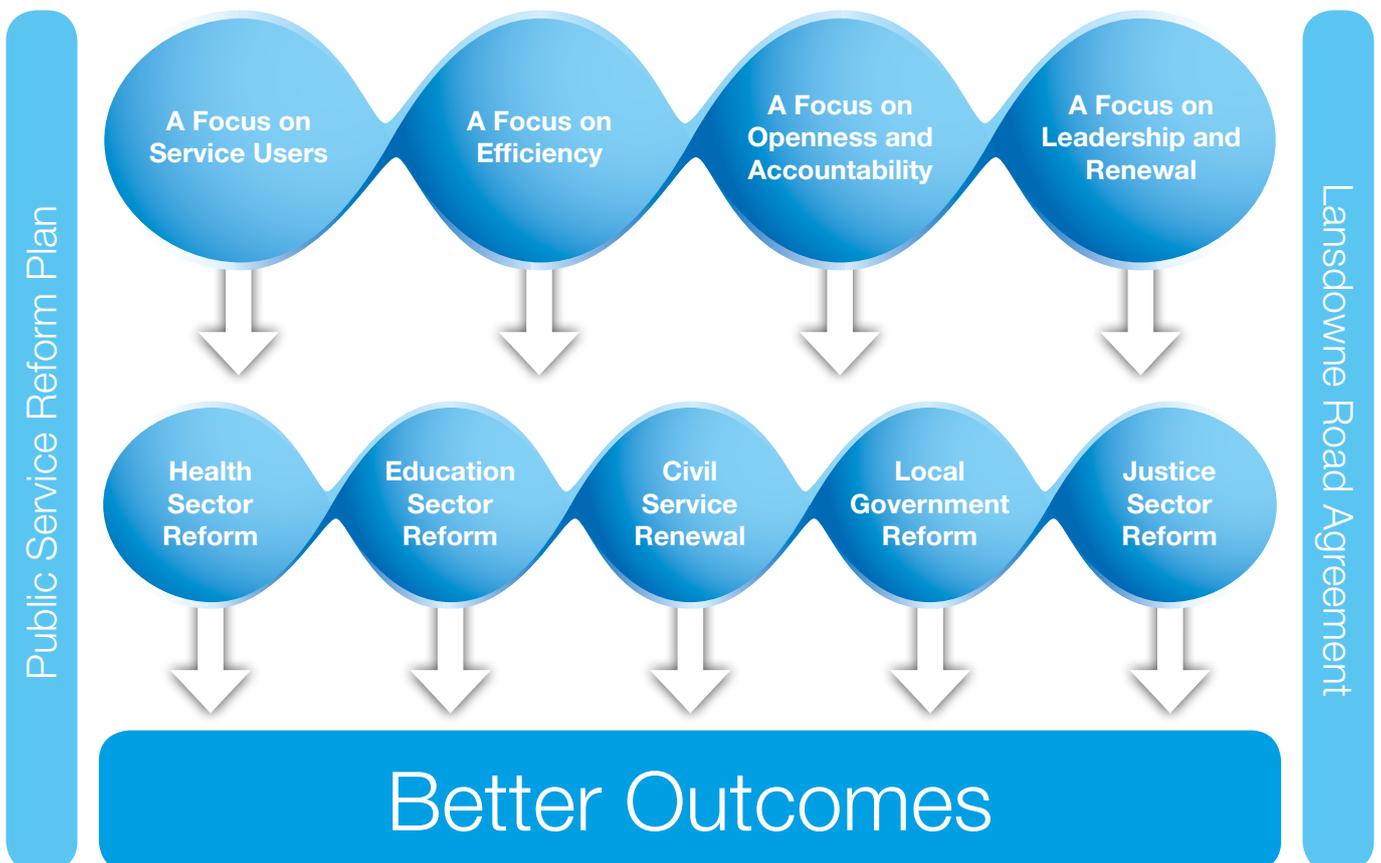
the Public Service under the Plan which was presented using four themes as follows:

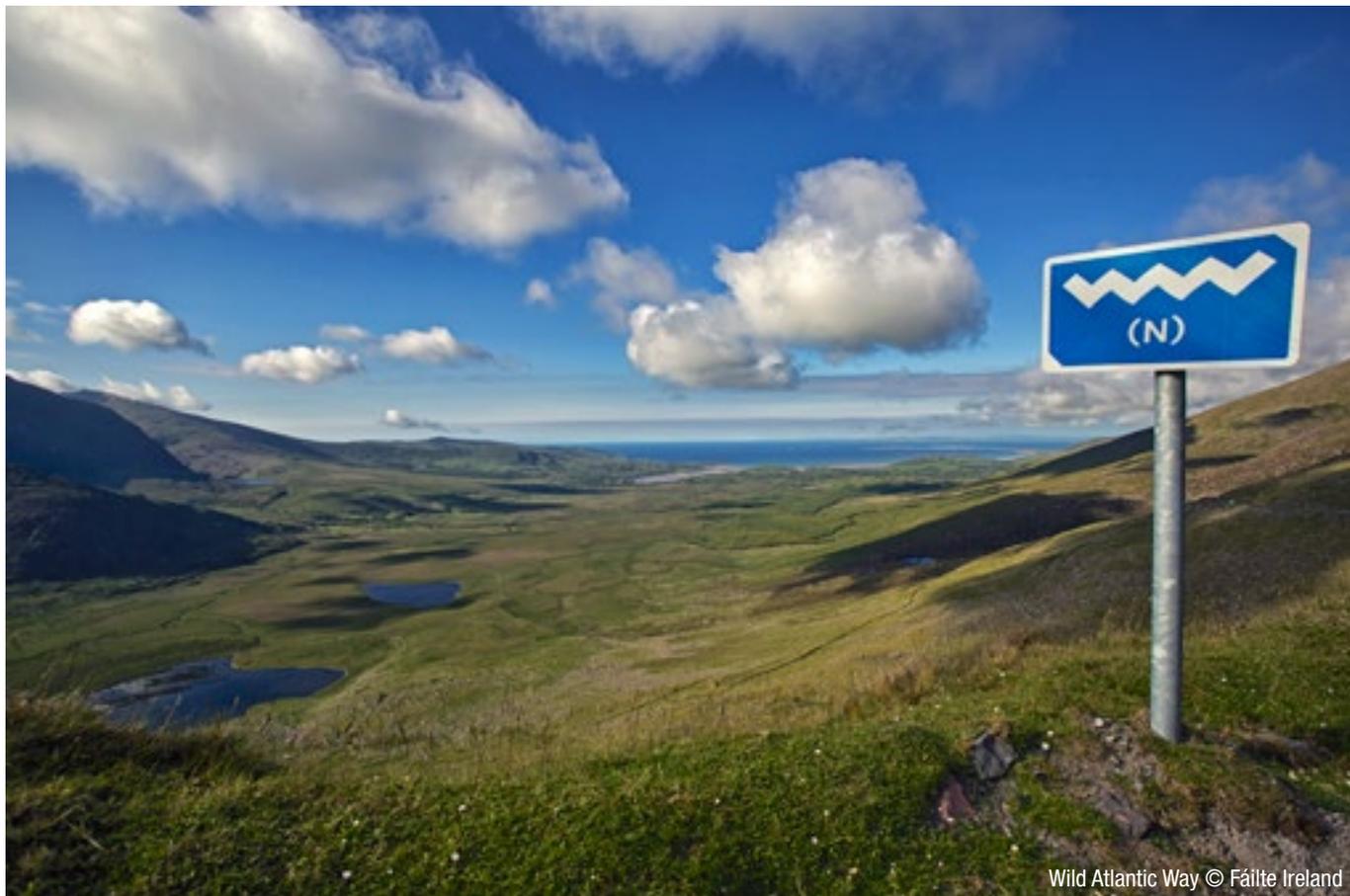
- **A Focus on Service Users** – including Digital Government, Improving Customer Experience and Alternative Models of Service Delivery;
- **A Focus on Efficiency** – including the cost of the Public Service and Productivity; Shared Services; Public Procurement; Property Asset Management and Public Expenditure Reforms.
- **A Focus on Openness, Transparency and Accountability** – including Government and Political Reform.
- **A Focus on Leadership, Renewal and Organisational Reform** – including Leadership; Human Resource Management

Reform; Organisational Performance and Delivery of Reform.

The Public Service Reform Plan 2014-16 includes a commitment to “publish a progress report on Public Service Reform each year”. The progress outlined in this Final Progress Report is primarily based on the cross-cutting objectives and actions set out in the Reform Plan, which can be seen at <http://www.per.gov.ie/en/public-service-reform/>.

There are 227 specific actions in the Public Service Reform Plan 2014-16, and the implementation of these was actively monitored by the Reform and Delivery Office in the Department of Public Expenditure and Reform. This Progress Report includes an appendix of final reporting tables providing an update on every action. In the body





text of the report an overview of progress across the main headings of the Reform Plan is set out. The report is structured under the four themes above, which together address the ultimate goal of the Reform Plan to improve outcomes for all Public Service stakeholders, as illustrated in the framework diagram opposite.

Each section has a number of chapters which set out progress on the cross-cutting actions in the Reform Plan. These are complemented by a range of illustrative examples of reform at sectoral and organisational level, which reflect the key themes of the Reform Plan. These examples encompass a mix of major sectoral reforms and other more organisation specific reforms. These vary in scale and complexity but all contribute towards the Better Outcomes objective.

It is important to note that this Progress Report is intended to outline progress on cross-cutting priorities for reform. It does not cover the full extent of reform across the entire Public Service. Many other significant Departmental, sectoral and organisational reform initiatives are being pursued alongside these major cross-cutting reforms.

Changes to Department names/ responsibilities announced on 15 June 2017 have not been reflected in the text and names used for Departments are those as at the end of 2016.



Section 1: A Focus on Service Users

Launch of Action Plan for Education 2017

1.1 Digital Government

Key objective from the Public Service Reform Plan 2014-16:

To prepare, publish and drive implementation of a new ICT Strategy for the Public Service in collaboration with the Public Service Chief Information Officer Council

The European Commission’s Digital Economy and Society Index (DESI) 2017 ranks Ireland 8th out of 28 Member States, performing generally above the EU average and belonging to the cluster of high performing countries. With eGovernment usage above the EU average, Ireland ranks seventh for digital public services, tenth for online service completion and third for Open Data. While good progress has been made, driving forward digital government continues to be a priority across the Civil and Public Service.

Public Service ICT Strategy

The Public Service ICT Strategy, ‘Delivering better outcomes and efficiency through innovation and excellence in ICT’, was approved by Government and launched by the Minister for Public Expenditure and Reform in January 2015. The Strategy identified five key strategic objectives setting the future direction for innovation and excellence in ICT within the Public Service:

- Build to Share,
- Digital First,
- Data as an Enabler,

- Improve Governance, and
- Increase Capability.

When implemented, the Strategy will create a new model for ICT delivery in the Public Service and better outcomes for citizens, business and public servants through a more integrated, shared and digital environment.

The Office of the Government Chief Information Officer (OGCIO)

is the lead agency to drive forward its implementation, working together with Departments and agencies across the Public Service. Following a period of intense consultation with key stakeholders, an 18 Step Action Plan has been adopted. This takes forward the five strategic themes of the strategy, through a series of measures aimed at introducing long-term sustainability and resilience into the overall service. Good progress is

being made on all fronts under the governance and leadership of the ICT Advisory Board, established mid-2016, with support and input from the other Departments/Offices across the Civil and Public Service. Work to take forward the 18 Step Action Plan will continue through 2017.

The Public Service ICT Strategy has also placed the eGovernment Agenda within a bigger picture of change, i.e. of a government using data and digital to drive a better customer experience and using sharing, enhanced governance and improved capability to maximise the effectiveness of all aspects of government ICT and associated services. In 2017 a new eGovernment Strategy will be launched which will commit to making even greater use of digital and data to improve the experience of citizens and businesses transacting with Government. The strategy will set out the alignment with the EU's eGovernment Action Plan 2016-2020 to progress digital

business and digital government across Europe.

Build to Share

The Build to Share initiative in the ICT Strategy comprises three core elements: Government Networks; Common Applications; and Common ICT Infrastructure - the Government Cloud.

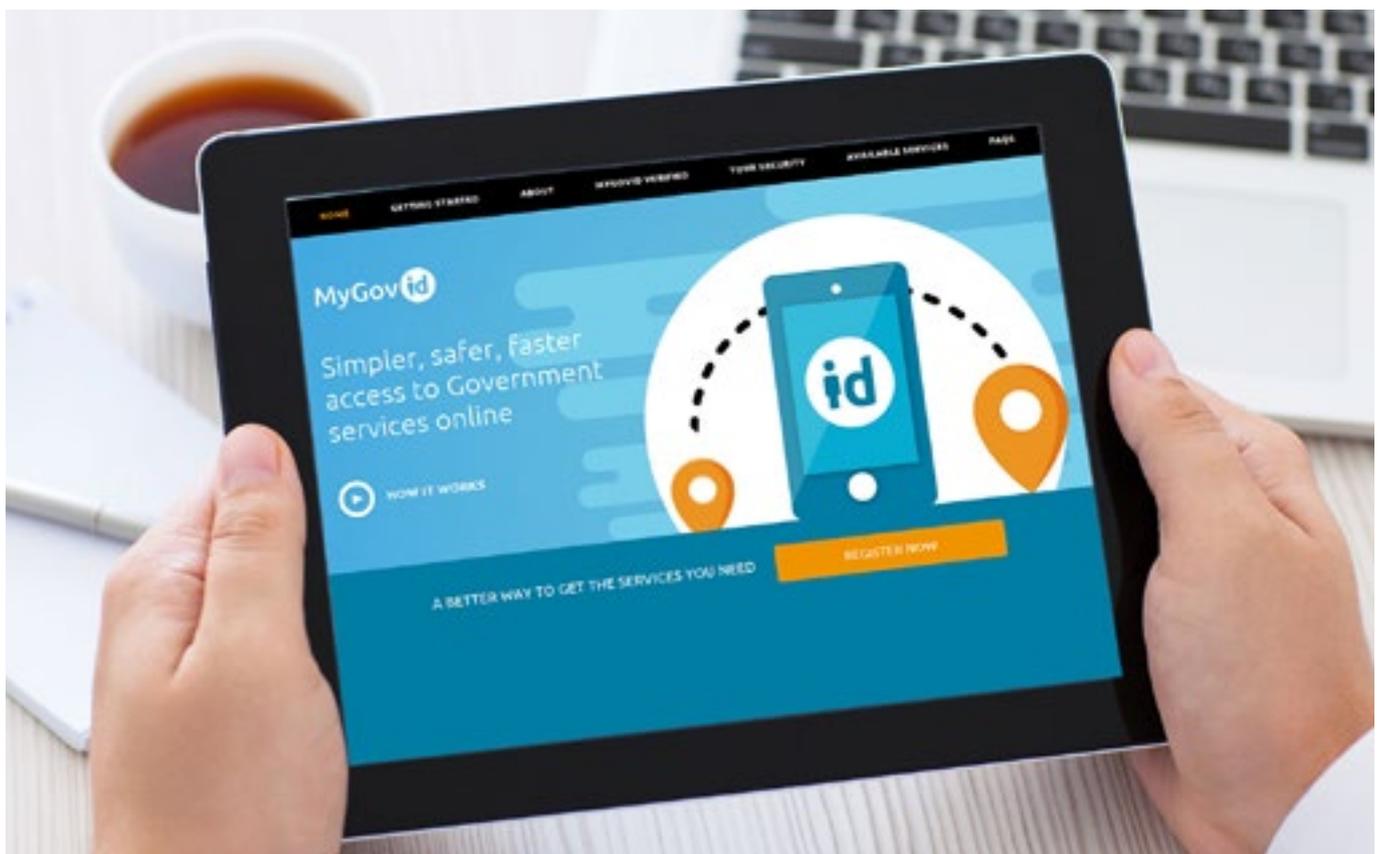
Government Networks offer cost-effective, resilient, carrier-grade, high speed network services for voice, video and data to all Public Service Bodies. Government Networks is a cornerstone of Build to Share as the service that enables secure inter-agency connectivity. As of June 2017 there are in excess of 300 nodes connected to Government Networks in Public Service Bodies nationwide.

An ICT baseline exercise, carried out in early 2015, highlighted the potential for consolidation and rationalisation of ICT technical infrastructure to reclaim expensive real estate, lower computer room/

data centre running costs and deliver efficiencies. A proof of concept for a private Government cloud service is underway with 3 government agencies, with plans to expand to pilot stage with other agencies from late 2017. In addition, options are currently being developed around the case for a shared government data centre.

The ICT Strategy identified an opportunity for a suite of common applications to be developed centrally for use by all Departments to drive efficiencies and savings.

The Common Applications Platform, in place since early 2016, is proving a significant success with good progress on rollout of the first two applications, ePQs for Parliamentary Questions and eSubmissions for official submissions. The development of the full suite of core applications is continuing through 2017 and includes eCorrespondence for Ministerial Correspondence, eFOI for Freedom of Information requests, the Hive for collaboration and eDocs for records



management. Once a Department has “on-boarded” to the Common Applications Platform, staff in that Department will have access to the entire suite of applications. All Ministerial Departments will be on-boarded by the end of 2017 and further common applications projects are already being planned.

As well as centrally led Build to Share initiatives, many examples exist in the broader Public Service. The Department of Education and Skills developed a project to improve the **Post-Primary Online Database** system. This resulted in a nationwide database linked to each post-primary school and is the first system of its kind in Europe and the system is now used by all post-primary schools in the State. In the area of support and jobseekers, the **SOLAS Programme and Learner Support System** is designed to produce data that will support policy formulation, inform programme planning and facilitate data exchanges between various organisations in the further education and training sector.

The **Local Government Sector**, through the Local Government Management Agency, established an ICT Back Office. This provides ICT infrastructure for a range of shared services such as payroll, email, shared CRM, eReturns, Building Control Management System and Accounts Payable, across local government.

Digital First

The OGCIO has set up a Digital Programme Office, reporting to the Minister of State for eGovernment and the Civil Service Management Board. A Digital Services Gateway is being developed to enable the public and businesses to easily find government digital services.

MyGovID is an initiative of the Department of Social Protection (DSP) and gives citizens a secure “single sign on” to their public services. It is built on the Public Services Card, linking a ‘real word’ identity to an online identity. MyGovID provides users with a safe secure online identity for Irish government services. A MyGovID account will act as a secure “single sign on” identity for multiple online government services across a variety of government and public sector organisations. The service was launched by the Ministers for Social Protection and Public Expenditure and Reform in March 2017 by which time there were already 170,000 registered MyGovID account holders.

MyGovID represents a move towards the “joined-up government” that citizens seek both in their digital and day-to-day interactions with public services. Linking the Public Services Card to MyGovID means that Government and public bodies can safely offer a range of high value public services online and that MyGovID users can access online public services assured that their personal data is secure.

A committee is in place, jointly chaired by DSP and DPER (the Department of Public Expenditure and Reform), to work with government service providers during 2017 to progress the adoption of the MyGovID services as the means of authenticating citizens online, e.g. passport applications and driving licences. MyGovID can already be used to access MyWelfare.ie online services from the Department of Social Protection, including Maternity and Paternity Benefit applications, as well as Revenue’s myAccount services.

Revenue introduced new and enhanced digital services for customers to improve their ability to transact business on line.

myAccount, introduced in 2015, provides a convenient means for customers to supply personal details, review their tax affairs, and apply for certain tax reliefs and incentives. It also provides access to Local Property Tax (LPT) and Home Renovation Incentive (HRI) services. Revenue also introduced **myEnquiries** which is a structured online contact facility that allows individual and business customers to securely send and receive correspondence to and from Revenue.

Revenue also developed a range of new systems for business customers, including a new Electronic Manifest System to facilitate imports and exports, and eTax Clearance. The VAT Mini One Stop Shop was developed to facilitate the filing of returns and payment of VAT by suppliers of telecommunication, broadcasting and e-services in the EU. These all help to rank Ireland the easiest country in the EU to pay business taxes (for the eight year running) and the 2nd lowest burden of customs procedures in the EU.

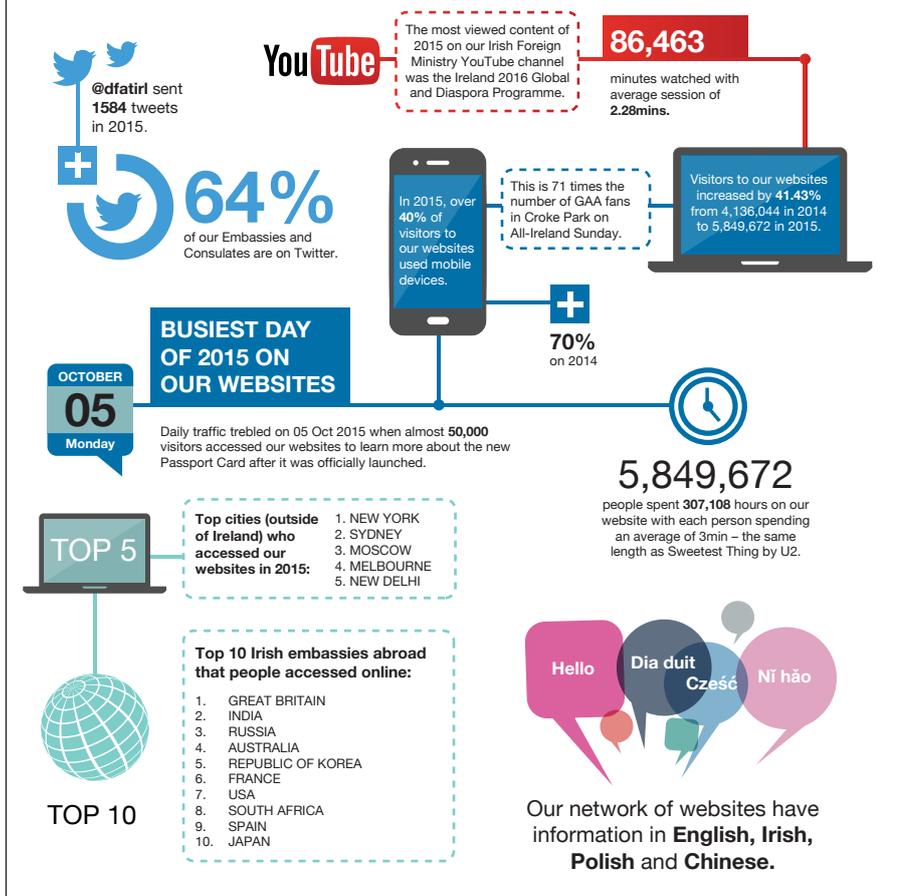
In the **Department of Agriculture, Food and the Marine** the online uptake of Basic Payment Scheme (BPS) applications has increased more than 10-fold since 2007. Over 101,000 farmers submitted their BPS application online in 2016. This represents 77% of all applications submitted at the end of 2016. In 2015, for the first time, the Department made it mandatory for new applications under the GLAS, TAMS and Organic Farming schemes to be submitted online.

In the **Department of Transport, Tourism and Sport**, the Shared Incident Logging and Analysis

Our Web & Digital Presence in 2015



An Roinn Gnóthaí Eachtracha agus Trádála
Department of Foreign Affairs and Trade



million visits to the DFAT website network throughout 2014-2016. Also an online payments service was introduced in November 2016 for customers applying for Foreign Births Registration (citizenship via descent) and Marriages Abroad applications worldwide.

The Passport Card, which is valid for travel to 31 European countries, was launched in October 2015. The card is the first credit-card sized passport valid for air, land and sea travel. This online application illustrates the Department's commitment to the Digital First Agenda in delivering public services online. To date, over 55,000 passport cards have been issued.

In the **Central Statistics Office** there have been a range of developments to facilitate greater access and user interaction to its repositories of information on social and economic conditions. These include: a new user friendly website; the use of electronic releases with interactive High Charts; and the introduction of infographics and visualisation to improve communication and understanding of data. The CSO has adapted the website www.cso.ie, for use on mobile platforms, and simplified the navigation so that it is easier to find information. All CSO statistical releases and publications are published in electronic format on the website along with easy links to explanatory information and to further tabular information on the Statbank database.

There has been a range of service modernisation and service improvements by the **Department of Social Protection** in the period 2014-16. These include new integrated support systems in local offices and Intreo centres that support electronic signing and digitizing of claims at point of

System (SILAS), shares real-time information across the Irish Coast Guard's three Rescue Coordination Centres. Introduced in 2015, it provides unprecedented support to incident responses and delivers improved reporting capabilities across all categories of incidents.

The Military Service (1916-1923) Pensions Collection project is a joint **Department of Defence and Defence Forces** contribution to the Decade of Centenaries, which commemorates events in Irish history between 1912 and 1922. The project involves cataloguing, partially digitising and releasing almost 300,000 files and records of the Department of Defence. It catalogues the service of qualifying members of the Irish Volunteers, the Irish Citizen Army, the Hibernian Rifles, Cumann na mBan, Na Fianna Éireann and the Irish

Republican Army from the period April 1916 to end September 1923. A number of online releases have been completed in recent years including the new Military Archives facility in April 2016.

The rollout of new websites across the **Department of Foreign Affairs and Trade** was completed in September 2015. 84 new corporate websites for the Department's Headquarters, Ireland's Diplomatic Missions abroad, Irish Aid, the Global Irish Hub and the Africa Ireland Economic Forum were set up. These websites share a common identity in which emphasis is placed on providing information to citizens on the Department's services and Ireland's foreign policy in an accessible, user-friendly and visually appealing manner. A combined total of 8.9 million unique users made 18.7



Marriages and Civil Partnerships



Full-time Employment 2015



Housing



2,022,895

Permanent dwellings in 2016

259,562
Vacant Dwellings

61,204
Vacant holiday homes

198,358
Vacant houses and apartments

Property Prices 2015

Residential Property prices up 8.9%



Retail Sales

Volume of retail sales



Trade

Exports
2015 €112.2 billion
2014 €92.6 billion

Imports
2015 €70.2 billion
2014 €62.2 billion



Tourism

Overseas trips by non-residents to Ireland

8.6m +13.7%

Outbound trips by Irish residents

7.1m +6.2%

New private cars licensed



contact; and a new platform for online services called MyWelfare (www.mywelfare.ie). The MyWelfare service has been extended since introduction to include online applications for Jobseekers, Child Benefit and Maternity/Paternity Benefit supported by the MyGovID authentication service. It also enables online viewing of claims and benefits and online requests for statements of payments and social insurance contribution records.

Further updating of the electronic Irish Statute Book by the **Office of the Attorney General** took place during 2016 including a new web hosting site to improve user access, commencement of the European Legislation Identifier initiative and the inclusion of some Revised Acts.

The **Department of Jobs, Enterprise and Innovation** launched www.licences.ie in December 2015. It is an Integrated Licensing Application Service for the application, renewal and payment of licences. It reduces

the amount of time in form filling required to comply with various licensing obligation and changes the way that businesses interact with public sector licensing bodies. There are currently 6,000 registered users with 7 licensing authorities using the system offering 10 licence application types. The **Department of Justice and Equality** has adopted licences.ie as their default platform and both the **Irish Film Classification Office** and the **Property Services Regulatory Authority** are using licences.ie as the mandatory option for the application and renewal of licences. Other agencies under the remit of the Department of Justice and Equality are also working to adopt licences.ie as their online IT platform.

In the Education sector the development of two online databases (POD for Primary Schools and PPOD for Post Primary schools) and improvements in the education data available

from the CSO have provided the **Department of Education and Skills** with the comprehensive and in-depth information needed to develop and evaluate educational policy.

An Garda Síochána launched the e-vetting system in April 2016 in tandem with the commencement by the Minister for Justice and Equality of the National Vetting Bureau (Children and Vulnerable Persons) Act 2012-2016. E-vetting facilitates the processing of applications in an on-line format and this has significantly streamlined the vetting process and contributed to a sustained reduction in processing times for vetting applications. It is now being used by a wide range of organisations and at present, 80% of overall vetting applications are being processed by the National Vetting Bureau in five working days.

The **Teaching Council** is one of the first organisations to implement the new e-vetting system for teachers.

Under the paper-based system, maximum annual throughput was 12,000 vetting applications. Between April 2016 and May 2017, 30,000 e-vetting applications were processed.

In late 2016, **CORU**, Ireland's multi-profession health regulator, commenced usage of the eVetting system provided by the National Vetting Bureau which provides an applicant with his/her vetting outcome in a shorter timeframe. This also reduces the duration of the registration process.

Since 2015, the **Private Security Authority** has been developing an online application system to replace paper-based systems. The first phase of the development went live in May 2016 when an online renewal system was introduced for employee licensing. This was followed by a renewal system for contractors in April 2017.

The National Digital Strategy launched in July 2013 is focused on empowering citizens to embrace digital technologies so that they can reap the economic and social benefits of digital inclusion. Working in partnership with community and voluntary organisations, the **Department of Communications, Climate Action and Environment** funds the provision of basic digital skills training. The recently introduced Digital Skills for Citizens Scheme replaced the former Benefit Programme which delivered some 160,000 training places nationwide between 2008 and mid-2016. Under the new scheme, grant funding of €2.2m has been provided in 2017 to 15 community and voluntary organisations to provide digital skills training, free of charge, to some 26,000 citizens who have never used the internet.

Fáilte Ireland delivers online services to tourism trade customers

through an online portal at <https://tradeportal.failteireland.ie/>. The portal allows a trade customer to self-manage their account and access Fáilte Ireland services such as registration for events and conferences; applying for grant aids; accessing business supports; and submitting trade barometer and industry baselining data. The portal provides a single point of access for trade customer services and provides a single view of customer engagement with Fáilte Ireland. Furthermore, in delivering the online portal Fáilte Ireland has rationalised/retired seven ICT systems and automated twelve major customer facing business processes and continues through a process of business reengineering to streamline its operating model.

The Placenames Database of Ireland created by Fiontar & Scoil na Gaeilge of **Dublin City University** in collaboration with The Placenames Branch (**Department of Arts, Heritage, Regional, Rural and Gaeltacht Affairs**) is a multi-phase project dating from 2007. This public resource is a comprehensive management system for data, archival records and placenames research conducted by the State. During Phase V of the project (2015-2016), a community placename collection project was developed at [Meitheal Logainm.ie](http://Meitheal.Logainm.ie); links were developed with the National Folklore Collection of Ireland, duchas.ie; and the technical and editorial development continued. There is ongoing cooperation between Logainm.ie and the [Northern Ireland Place-Name Project](http://NorthernIrelandPlaceNameProject) to create links between the two databases for shared placenames.

Data as an Enabler: Identity Management

By the end of 2016, a total of 2.35 million Public Services Cards,

including 800,000 Free Travel variants, had issued since their phased introduction in 2011. In 2015, a new PPSN/PSC online appointment scheduling service was made available via the **Department of Social Protection's** online service MyWelfare (www.mywelfare.ie).

The PSC is based on SAFE 2 registration which provides a significantly enhanced ability to detect fraudulent activity and realise savings. The data collected and verified during the SAFE registration is updated onto the Single Customer View system operated by the **Department of Public Expenditure and Reform**, providing a centralised identity verification service. Since March 2016, all first-time adult applicants for passports have to be SAFE 2 registered before getting a passport, meaning that they will need to have a Public Services Card.

In February 2016 the Department of Social Protection (DSP) launched the SAFE 2 compliant online Identity and Access Management (IAM) system MyGovID (www.mygovid.ie) described earlier, to facilitate online access to high-value DSP web self-service offerings. The MyGovID facility is available to other public bodies to use for their online provision of services, and is currently used by Revenue myAccount.

The Health Identifiers Programme is being progressed by the **Health Services Executive (HSE)** in line with the Health Identifiers Act, 2014. This provides for the introduction of unique Individual Health Identifiers (IHIs) for individuals, healthcare professionals and healthcare organisations. The provisions to establish the Individual Health Identifier (IHI) Register were

commenced in September 2015 to allow for an IHI to be assigned to individuals and to establish the related governance structure.

The data to establish the register will leverage the work that is ongoing in supporting the Public Services Card initiative by the DSP. During 2016 a Memorandum was agreed with the Department of Social Protection on the utilisation and sharing of the public services identity (PSI) dataset in the context of the Health Identifiers Act 2014. It is intended that a register of IHIs will be operational in 2017. The IHI is a key building block for an Electronic Health Record (EHR). The business case for the EHR was completed in 2016 by the Health Services Executive and the capital provision for funding has been submitted for consideration in the context of the Mid-Term Capital review later in 2017.

Data as an Enabler: Geospatial Services

Geospatial services present enormous opportunities for planning, environmental management, land registration, public health issues, forestry and land registration. A Memorandum for the Information of the Government - **National Geospatial Strategy** - was presented to the Cabinet on the 8 December 2015 by the Minister for Public Expenditure and Reform. A draft National Geospatial Strategy was completed in 2016 and delivered to the Department of Public Expenditure and Reform for consideration. It has been agreed that the draft National Geospatial Strategy will now be incorporated into the overarching National Data Infrastructure strategy being developed by the Office of the Government Chief Information Officer.

The recently published *Delivering Equality of Opportunity in Schools (DEIS) Plan 2017* by the **Department of Education and Skills** used geo-spatial data to identify schools for inclusion in the new DEIS programme.

METweb was developed by **MET Éireann** and allows individual weather forecast websites to provide targeted and tailored meteorological data to a range of public services, such as the Coast Guard. This allows up-to-the-minute information to be accessed by organisations via all modern media sources in any location, enabling better, faster decision making in critical operational areas.

The **Property Registration Authority's** Spatial Information Unit (SIU) continues to exploit the potential of the digitally enabled Land Register by encouraging Government Departments, Local Authorities, State Bodies and the private sector to use PRA spatial data as an enabler to facilitate key national infrastructural projects.

In 2016, the **Oireachtas Library and Research Service** launched Constituency Dashboards for Members which offers members of the Oireachtas and their staff a centralised, highly visual and interactive means of contextualising key census indicators for each constituency and parts thereof. Over the course of 2017, the Dashboards have been updated with Census 2016 data as it became available. It is planned in 2018 to add open-source data (schools, hospitals, industries etc.) to the Constituency Dashboards as well as making them available to the public.

The **Office of Public Works** launched a web-based portal known as the *Flood Studies Update Web Portal*, which is a free-to-use suite of online design rainfall and flood estimation tools for Ireland. It will be used by the OPW, Local Authorities, Third Level Institutions and private sector practitioners and will be continually applied and referred to by professionals working in the area of flood risk assessment and management in Ireland.



National Digital Strategy - Schools Digital Champions Programme

Data as an Enabler: Data Sharing

The **General Scheme of a Bill on Data Sharing and Governance** was approved by Government in 2015. The Bill is part of a series of actions to improve data sharing in the public service. Pre-legislative scrutiny hearings in respect of the Bill were held in May 2017. The Joint Oireachtas Committee on Finance, Public Expenditure & Reform and Taoiseach is in the process of finalising the pre-legislative scrutiny report, which will inform the development of the Bill, the drafting of which is underway.

The **Central Statistics Office (CSO)** leads the development of the Irish Statistical System which includes all public sector organisations producing official statistics. The CSO is also supporting the development of the National Data Infrastructure in order to exploit the information available across the public service resulting in improved policy development and evaluation, the delivery of administrative efficiency and improved public services. There are three key elements of national data infrastructure, namely more widespread usage of the Personal Public Service Number (PPSN); the development of a Unique Business Identifier, and the standard use of Eircodes. The use of unique identifiers in public service administrative data is the key to unlocking the potential of all public data holdings as this will allow the linking of data across these data holdings.

SUSI, (Student Universal Support Ireland) a single online facility to administer student grants established in 2011, utilises technology and real-time processing to share data from the Department of Social Protection to ensure efficiency, consistency

and greater service quality for the end user. In 2016 SUSI entered its fifth year of operations and has processed more than 105,000 student grant applications for the 2016/17 academic year.

Comprehensive data on the Further Education and Training sector is available for the first time through the rollout of the **SOLAS Programme and Learner Support System** which commenced in 2016. SOLAS also developed real time data sharing arrangements with the Department of Social Protection to support jobseeker activation and training programmes.

Data as an Enabler: Data Analytics

The data collected from tax returns, from domestic third party sources, and from exchanges with other tax administrations provides the **Revenue Commissioners** with a rich source for understanding the needs, preferences, and behaviours of Irish taxpayers. Statistical modelling and machine-learning techniques are used to mine this data for insight that enables Revenue to identify risk, improve customer service, and influence compliance behaviour. In 2016 Revenue built a wide variety of new predictive and anomaly-detection models that aim to recognise the characteristics of non-compliant cases, identify suspicious anomalies and target Revenue actions and information campaigns in the most effective way possible.

Other examples include the **Department of Foreign Affairs and Trade**, where the rollout of new websites described earlier has enabled greater use of web analytics to help shape current and potential future service delivery by the Department and its embassy network. Also, on a Civil Service wide basis, with progress made

in advancing **Shared Services** since 2014, HR data analytics and trend analysis are now more readily available.

Digital Engagement: Use of Social Media

In 2016, the **Citizens Information Board (CIB)** launched an information and engagement campaign for the new Abhaile service, the State-funded service for people in home mortgage arrears. In addition to a radio campaign, adapted for national and local audiences and a national poster campaign, the CIB raised awareness through social media including an Abhaile Facebook page and YouTube channel to share content such as videos of case studies and steps to access help, as well as the development of an information website.

The Citizens Information Board (CIB) continues to experiment with alternative service models including delivery through social media such as, using the Abhaile service and Facebook messages as an alternative route to communicate to and with citizens.

@GardaTraffic is the most popular public Twitter account in Ireland with over 320,000 followers. **An Garda Síochána** provide regular updates on safety and real-time information on important traffic events on their Twitter account.

Social media was a central platform of Ireland's year long programme of commemorations of the centenary of the 1916 Easter Rising. **Ireland 2016's** social media outreach included over 30 million content views on Facebook, more than 25 million Twitter impressions and over 2 million video views on YouTube from August 2015 to end 2016.



Exterior Shot of INTREO Office

1.2 Improving Customer Experience

Key objective from the Public Service Reform Plan 2014-16:

To improve the quality of interaction between the citizen/business customer and the Public Service

Engaging with Customers

A series of Civil Service customer satisfaction surveys have been carried out by the **Department of Public Expenditure and Reform** during the lifetime of the Public Service Reform Plan 2014-16 and now surveys of general and business customers are being run in alternate years. The results of the Civil Service Customer Satisfaction Survey 2017, covering service received in the last 12 months, were published in April and were extremely positive. Overall satisfaction levels for service delivery and outcomes are the highest recorded to date:

- 83% of customers were satisfied with both the service received (up from 76% in 2015);

- 82% were satisfied with the outcome of their most recent contact (also up from 76% in 2015); and
- 87% said service levels were mostly meeting or exceeding expectations (up from 83% in 2015).

The service delivered by Civil Service staff continues to rate favourably, while interactions in person show particularly strong improvements. The public's perceptions of Civil Service efficiency, trust, independence and equality have all increased.

This survey complements the Civil Service Business Customer Survey 2016 which was published by the Department of Public Expenditure and Reform in January 2017. This was a survey of 534 businesses conducted on behalf of the

Department. That survey found that:

- 82% of businesses were satisfied with the service they received during their last transaction; and
- 82% were satisfied with the outcome of this interaction.

Both ratings were up by over 15% since the last such survey was done in 2009.

Revenue's Customer Engagement Strategy 2015-2017 aims to provide the most appropriate channels for engagement with different customer groups and the provision of quality services that are personalised, user friendly, secure and accessible. The strategy focuses on expanding and enhancing online and self service facilities to customers, improving access to and take up of online services, and providing an efficient phone service in parallel with online channels. This strategy allows for customers to move to more efficient and cost-effective channels providing increased value

for money and helping to reduce the administrative burden.

As part of their efforts to capture customer feedback, the **Department of Foreign Affairs and Trade** installed HappyorNot monitors in the Passport and Consular Service public offices in Dublin and Cork beginning in August 2016. In the 10 month period since the monitors were installed, almost 13,000 responses were received with an average satisfaction rating of 83%.

The **Commissioner for Energy Regulation** has developed new approaches to consumer engagement, including customer prompts and the Estimated Annual Bill, which are based on behavioural economics insights and evidence (for introduction in 2017).

Plain Language

Plain language continues to be promoted across the Public Service to make interaction easier for service users. In 2016, the Reform and Delivery Office in the **Department of Public Expenditure and Reform** published a Plain English Style Guide for the Public Service. This was developed by the Reform and Delivery Office in association with NALA (the National Adult Literacy Agency). Plain English is a way of presenting information to help people understand it the first time they read or hear it. The guide covers a variety of topics such as planning what you are going to write, vocabulary and style, and writing for the web. There are tips on capitalisation, grammar and punctuation and advice on how to design a document. A series of checklists to help review documents, and a list of other resources, are also provided.

The **Commissioner for Energy Regulation** has implemented a new Document Preparation Guide with a focus on Plain English and Public/ Customer Impact Statements.

The **Oireachtas Library & Research Service** (L&RS) published Research Matters in April 2016 to provide Members of the Houses of the Oireachtas with accessible and informative briefings on topics of potential debate in parliament. This publication has been highly commended by NALA.

Designing Customer Communications

In 2016 the Reform and Delivery Office in the **Department of Public Expenditure and Reform** began work on a 'Customer Communications Toolkit for the Public Service' which was published in June 2017. The toolkit, which uses a Universal Design Approach, provides guidance for public servants on how to communicate with the public using the simplest and clearest language possible and how to ensure that all services are accessible, and meet the diverse needs of all our customers.

The Civil Service Quality Customer Service Officers' Network collaborated with the Centre for Excellence in Universal Design (CEUD) in the National Disability Authority to develop the toolkit. The CEUD is dedicated to enabling the design of environments that can be accessed, understood and used regardless of age, size and ability.

The toolkit includes guidance on general writing style principles, verbal and non-verbal communications, design of forms and documents, web and social media content and how to display signage. It is intended that the toolkit be used across the public

service for planning, training and be available at any location where officials deal with the public.

An Caighdeán Oifigiúil

A new edition of *An Caighdeán Oifigiúil*, the official standard for writing in the Irish language that was first published in 1958 under the title *Gramadach na Gaeilge agus Litriú na Gaeilge – An Caighdeán Oifigiúil*, was published and launched by the **Houses of the Oireachtas Service** in 2016.

Service improvements

Over recent years, the **Department of Social Protection** has implemented a wide range of service and policy reforms to help unemployed people secure employment and to improve service delivery. These include the rollout by end 2015 of the Intreo service at sixty locations around the country offering a one-stop-shop service in an improved customer service environment to clients; the establishment of a dedicated employer relations division within Intreo; the development and introduction of new service processes such as Jobseeker profiling and the launch of JobPath in 2015, and a new contracted, payment-by-results, model of employment service delivery.

The **Department of Foreign Affairs and Trade** developed and launched its free smartphone app, 'TravelWise', in 2016. This provides access to the Department's entire global travel advice and is the Department's most sophisticated tool for communicating with citizens in a crisis and allows the user to set "alerts" for their selected countries. More than 15,500 citizens have downloaded the app, with more than half a million screen views to date.

The British Irish Visa Scheme (BIVS) was launched in October 2014 allowing tourists and visitors to visit Ireland and the UK on a single visa. According to the **Department of Justice and Equality** it has been enormously successful to date in China and India with almost 42,000 BIVS visas for Ireland issued to end of May 2017. This initiative has resulted in year-on-year increases in visas granted to Chinese and Indian citizens traveling for tourism or business purposes, the visit categories for which BIVS caters. The delivery of immigration services through online technology has also been further developed with the launch of an online booking system in November 2015 for the re-entry visa service and one for registrations in September 2016.

Significant progress was made in relation to the civilianisation of immigration functions currently

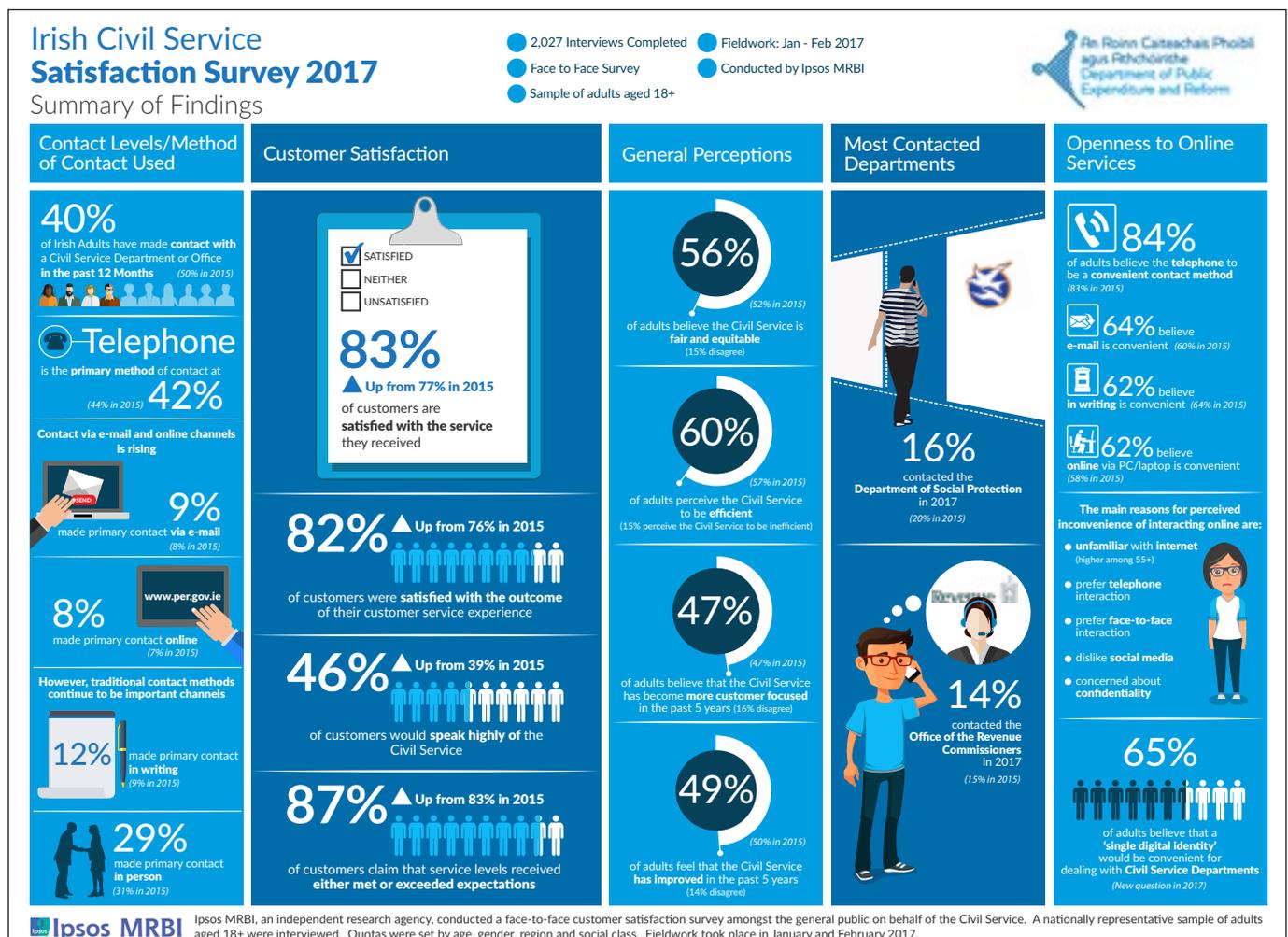
undertaken by members of **An Garda Síochána** with **Irish Nationality and Immigration Service** taking over responsibility for passport checks at Terminal 1 in Dublin Airport and the transit area in 2015, and immigration registrations in Dublin in 2016. In 2016 the immigration services at the airport's two terminals processed around 14 million passengers.

In the **Education Sector** significant curriculum reform is underway, with the implementation of the new Junior Cycle. In September 2014 implementation commenced with a new specification in English and was followed by the launch of Business Studies and Science subject specifications in September 2016. The first certification under the new Junior Cycle will take place in autumn 2018. A new grading scheme for the Leaving Certificate, for use from 2017, and a new

progressive points scheme were introduced as part of a package of reforms designed to better support students transitioning from second level to higher education.

Following the publication of an independent review, the apprenticeship system is being reformed. Reforms include the appointment of an enterprise-led Council to oversee a system which will broaden the range of apprenticeship beyond the traditional craft areas, provide for varying durations (2 to 4 years), offer apprenticeships across levels 5 to 10 of the National Framework of Qualifications (NFQ) and enable employers to propose new areas for apprenticeships. Two of these new programmes were launched in 2016.

Over the period 2014-2016 the **Central Statistics Office** has delivered a range of new statistical





Luas Cross City Gauge Run June 2017. Courtesy of Shannon Images for Transport Infrastructure Ireland

products to meet customer needs and increased legislative demands. The new releases and thematic publications included *Visitors to Ireland and Northern Ireland 2014: A Statistical Profile of Tourism*, a joint publication with the Northern Ireland Statistics Research Agency, *Life in 1916 Ireland: Stories from Statistics*, *Brexit - Ireland and the UK in numbers*, *Assets and Liabilities of the Financial Sector 2014* and *Government Income and Expenditure 2015*.

In the **Local Government Sector**, the approach to regional waste management planning has been rationalised by moving from 10 to three waste regions. The Waste Management Planning lead authorities developed three Waste Management Plans to cover the 2015-2021 period. The plans were developed by Regional Waste Management Planning Offices and the process was informed by a National Co-ordination Committee on Waste Management Planning, comprising the relevant regulatory waste authorities and the then

Department of Environment, Community and Local Government. This ensured a coherent, consistent and efficient approach to the development and continued implementation of the plans which lay out key policies and targets for the prevention and management of waste in the State.

In 2016 the **Environmental Protection Agency** launched Radon.ie (www.radon.ie), a one-stop-shop of radon advice and information tailored for different audiences, including householders, businesses, and building professionals. The website, established under the National Radon Control Strategy, offers helpful and practical advice on radon testing and remediation. In addition two award winning, public-facing websites were developed by the EPA between 2014 and 2016. A new website called *Ireland's Environment* was developed and successfully launched during 2015. In 2016, the Catchments.ie website, a collaborative public information

website for water information, was developed by the EPA.

The National Maternity Strategy 2016-2026, *Creating a Better Future Together*, sets out the future direction of Ireland's maternity services. The Strategy was developed by the **Department of Health** in conjunction with a 31 person Steering Group, and will be implemented by the HSE National Women & Infants Health Programme. The Strategy will fundamentally change the face of Irish maternity care; services will be more woman-centred, provide integrated, team-based care, with women seeing the most appropriate professional, based on their need. A choice of care pathway will be provided and women will be supported to make an informed decision around their care pathway without compromising their safety.

Access to information on childcare and pre-school supports for both parents and providers has been enhanced by the **Department of Children and Youth Affairs** (DCYA) through its new website



www.affordablechildcare.ie, which sets out the different types of entitlements and benefits under a single URL as well as providing details of contact points for further information.

The irishgenealogy.ie site supported by the **Department of Arts, Heritage, Regional, Rural and Gaeltacht Affairs** has been further developed. Indexes to the Civil Records of Births, Marriages and Deaths were re-launched on the website in April 2015. The historic records of Births, Marriages and Deaths were launched on the website in September 2016. This is a joint project with the **Department of Social Protection** and the **General Register Office**.

Better access to services

The National Driver Licence Service (NDLS) by the **Road Safety Authority** has resulted in paper driving licence and learner permits being replaced by credit card-sized, plastic licences. A centralised processing office was put in place to process applications and deal with customer queries. In 2016, the NDLS issued 574,560 full driving licences and learner permits. The National Car Testing Service introduced increased operating

hours for the national car test in 2015, including 24/7 access in 3 centres in Dublin and Cork. Almost 1.5 million vehicles were tested by the NCT in both 2015 and 2016.

The **National Ambulance Service** has undergone a very significant process of modernisation in recent years, and a number of important service innovations and developments have taken place. In particular, nine regional control centres have been consolidated to one National Emergency Operations Centre. This allows the ambulance service to operate as a national fleet and brings benefits to patients as it ensures that the nearest available ambulance is dispatched. In addition, the Intermediate Care Service has been established to provide non-emergency clinical transport, freeing up emergency ambulances for urgent calls and, a permanent Emergency Aeromedical Support Service has been established to provide a more timely response to persons in rural areas.

The **Department of Children and Youth Affairs** launched an initiative to improve access to early years care and education services for children with a disability in June 2016. The goal of the Access and Inclusion Model (AIM) is to

empower early years settings to deliver an inclusive pre-school experience, ensuring that every eligible child can reap the benefits of quality pre-school education. To date, almost 3,000 individual children across 1,400 early years settings have been supported through targeted AIM supports. This is additional to universal supports provided for in the model which are available to all children in the setting.

Funding of over €32m was provided in 2017 for AIM. The initiative is a cross-Governmental one, with responsibility for implementation shared across the DCYA, the **Department of Health** and the **Department of Education and Skills**.

The **Department of Justice and Equality** is changing processing arrangements for asylum seekers. The commencement of the single application procedure under the International Protection Act 2015 at the end of 2016 is the single biggest change to the protection system in the past 20 years. It will reduce the time taken to process applications while also reducing the time spent by applicants in the Direct Provision system.

In late 2015, the **Department of Foreign Affairs and Trade** commenced the design and development of a comprehensive Reform Programme to run from 2016-2019. This is being undertaken by the Passport Service with the aim of meeting the Passport Service's needs over the next 10 years. It encompasses a renewed, extended and flexible technology suite, new business processes and improved services to applicants both at home and abroad.

In 2016, **Oireachtas TV** was rolled out successfully on the Saorview platform, the successor to the

RTE analogue system. This meant that Oireachtas TV achieved 99% coverage in households across the Republic of Ireland. During 2016, Oireachtas TV achieved and surpassed the targets set for it by the Broadcasting Authority Ireland (BAI) to provide access to the deaf community through signed and subtitled programming. The Oireachtas Service aims to do the same with the increased targets for 2017.

In the last 12 months, the **Teaching Council** has hosted over 10 webinars for teachers covering a range of research topics (inclusive leadership, transitions from primary to post-primary, teaching of Mathematics) as well as providing information sessions for teachers in a cost-effective way, regardless of where they live.

Business customers

The Trading Online Voucher Scheme is a flagship enterprise project under the National Digital Strategy, with strong collaboration between the **Department of Communications, Climate Action and Environment, Enterprise Ireland** and the **Local Enterprise Offices**. The Scheme offers skills training, mentoring and a grant of up to €2,500 to help micro-

enterprises in rural and urban areas, to develop their ecommerce capability. Since its launch in mid-2014, over 3,500 vouchers have issued to successful small businesses and more than 7,000 businesses have benefitted from training and advice. Participating businesses have grown on average by 21%, employ 35% more people, and 60% are exporting for the first time.

In providing a unique address identifier, **Eircode** benefits businesses and public bodies as they can use it to help plan delivery logistics or services to communities. Eircode, the National Postcode System for Ireland was officially launched on 13 July 2015. During the three weeks following the launch, the 2.2 million residential and business address in Ireland received a letter informing them of the new Eircode for that address. Since the launch of Eircode in July 2015 there have been over 10 million lookups on the Eircode finder, with average daily hits running at almost 19,500. Since July of 2016, members of the public and businesses can now look up Eircodes for both Geographic and Postal addresses. Eircode is now fully integrated in Google Maps and TomTom satnav products/apps.

The **Strategic Banking Corporation of Ireland (SBCI)** was established by the Strategic Banking Corporation of Ireland Act 2014 and began lending in March 2015. Its purpose is to make sustainable, flexible and appropriately priced finance available to viable Irish SMEs and support investment in them that encourages growth and facilitates employment across the whole country. The SBCI channels low cost financing from funders, including the European Investment Bank (EIB) and the German Promotional Bank KfW, through lending partners, known as on-lenders. To the end of December 2016, it has lent €544 million to 12,593 SMEs supporting 67,150 jobs. The SMEs who received SBCI finance are from a variety of business and economic sectors and are spread across every region of the country, with approximately 85% of the SMEs supported based outside Dublin.

The Agriculture Cash-flow Support Loan Scheme was developed by the **Department of Agriculture, Food and the Marine** in co-operation with the SBCI and makes €150 million available to farmers at interest rates of 2.95%. Distributed and administered through AIB, Bank of Ireland and Ulster Bank, the Scheme provides farmers with a low cost, flexible source of working capital, allowing them to pay down more expensive forms of short-term debt, thus ensuring the ongoing financial sustainability of viable farming enterprises. This type of innovative risk-sharing product is new to Ireland but common across Europe. All of the €150m allocation is committed and in the process of being drawn down.



Courtesy of Teagasc

1.3 Alternative Models of Service Delivery

Key objective from the Public Service Reform Plan 2014-16:

To deliver leaner, more cost effective and responsive public services, the Reform Plan is committed to enhancing the use of alternative models of service delivery across the Public Service

Alternative Models in use on the Irish Public Service

JobPath represents a new approach to employment activation at the **Department of Social Protection**, and in conjunction with external providers, aims to support the long-term unemployed. The rollout of JobPath began in July 2015. Two companies were contracted by the Department of Social Protection to provide JobPath services, which is a payment-by-results model and, as such, all initial costs were borne by the companies. Payment by the State is made on the basis of performance by means of referral fees and job sustainment fees only when a person has secured paid full-time employment. A Jobpath performance report, published in January 2017 (and drawing from a population sample of over 2,000 users) indicated positive results against the traditional model of job activation.

Similarly, the Department of Social Protection partnered with an external provider in respect of applications for the Water Conservation Grant introduced in 2015 on behalf of the Department of the Environment, Community and Local Government. An external contact centre provided a service channel for customers with no internet access or bank accounts. The short time period for the grant required the centre to respond in a dynamic and flexible manner to meet peaks in demand. All of the performance and availability metrics agreed with the provider

were met, even under peak load when up to 73,000 calls were answered in a single day. In total, almost 207,000 applications were dealt with via the call centre.

In April 2016 the **Central Statistics Office** began using an external call centre to conduct interviews for a new version of the Quarterly National Household Survey, which will be known as the Labour Force Survey. The new Labour Force Survey and the Quarterly National Household Survey have been conducted side-by-side during 2016 and early 2017 as part of a development and test phase. The first results from the Labour Force Survey will be based on data collected during Quarter 3 2017 and are expected to be published towards the end of 2017. Once the call-centre is fully operational about 80% of the interviews on the QNHS/LFS survey will be conducted over the phone while the remainder will continue to be collected by CSO field staff.

A Bail Supervision Scheme was established in the latter part of 2016 by the **Department of Children and Youth Affairs** to provide an alternative to detention for offending young people. It is aimed at supporting them to be at home, in education, training or employment, and to remain out of trouble with the law. The initial pilot scheme will run for two years. It will cater for up to 25 young people in the Dublin area each year, aged between 12 and 17, and operate out of the Dublin Children's District Court.

Further to a competitive tendering process in 2015, the **Property Registration Authority** chose an external provider to provide all elements of the Internal Audit function. Reporting directly to the Accounting Officer and Audit Committee, a series of audit reports have been delivered in accordance with an agreed Audit Plan. External provision of this function ensures that the necessary range of specialised skill sets is available within the audit function in carrying out its role. In addition, use of the external delivery model has facilitated the deployment of valuable internal resources towards key core activities and entailed cost savings.

Both the **Revenue Commissioners** and **An Garda Síochána** successfully retendered for their externally delivered services in respect of the contact centre for the Local Property Tax and the GoSafe speed camera service in 2015 and 2016 respectively.

Other areas that implemented additional programmes of external service delivery over the course of the reform plan include elements of the revaluation process at the **Valuation Office** and the provision of a number of schemes in **Teagasc**, the Agriculture and Food Development Authority.

Innovative Delivery Models

The **Department of Public Expenditure and Reform** has sponsored proofs of concept and piloting in the area of Business Process Automation (Robotic Process Automation). This new solution allows business process managers within operational areas to automate their own processes using a piece of software that

emulates the actions that users undertake when executing the rules of a process. By the end of 2016, piloting had been commissioned in four Civil Service organisations and training had been provided to selected staff.

Commissioning for Better Outcomes

A substantial number of human, social and community services are delivered through non-direct provision via the commercial, not-for-profit and community and voluntary sectors. Funding in this area has traditionally been provided through historical disbursements or block-grant systems, which are often not evidence-based or outcome-focused. The Reform Plan included a commitment to develop a new Commissioning approach for services, which will provide a strategic planning process linking resource allocation with assessed current and future needs to achieve best outcomes for service users.

Initial engagement with stakeholders on this policy programme began in November 2014 and, arising from the feedback from this event, the **Department of Public Expenditure and Reform** published an international evidence review of Commissioning in September 2015. This was followed by an Open Policy Debate on commissioning with stakeholders and experts held in October 2015.

A full public consultation on Commissioning Human, Social and Community Services concluded in mid-February 2016. The Department of Public Expenditure and Reform carefully considered the responses to the public consultation and published a thematic summary of consultation responses in March 2016. The Department has since begun drafting an appropriate definition



Reuse Month – Mungret, Limerick

of Commissioning, in an Irish context, as well as some guiding principles that should underpin any Commissioning approach. The Department is now seeking to understand how best to align and integrate a commissioning approach with existing expenditure policy.

Tusla funds a very large number of voluntary organisations by way of annual grants. The Child and Family Agency Act 2013 provides the basis for a shift in approach to one of targeted commissioning of services. Preparatory work has been undertaken by Tusla in developing a framework for service commissioning. Engagement is continuing with key stakeholders across different service delivery areas.

Benefacts

The website www.benefacts.ie was launched in June 2015. Benefacts is a new social enterprise, co-funded by the **Department of Public Expenditure and Reform**, the Atlantic Philanthropies and the Ireland Funds. It delivers greater public transparency on the work and funding of the non-profit sector in Ireland, which encompasses almost 20,000 organisations that receive an estimated €4.4 billion annually in Government grant

funding. Benefacts provides a single repository of financial, governance and other relevant data on the not-for-profit sector. This includes readily accessible and freely available data on the funding received by the not-for-profit sector, including details of all Government grant allocations.

Debt Management

The **Department of Public Expenditure and Reform** led a multi-agency initiative to improve debt collection levels across a number of public bodies. Arising from a review of debt management practices published in 2014, a Debt Management Implementation Project Board was established in 2015 and a number of pilots were commissioned to improve levels of debt collection in five areas: the HSE, Department of Agriculture and the Marine, Local Authorities, the Courts Service and the Department of Social Protection. Improvement programmes, including qualitative and quantitative targets for 2016 – 2018, have now been set for each of the in-scope public service bodies. If implemented successfully these improvement programmes, in tandem with sustained economic expansion, are projected to contribute an additional €700m in collections to the Exchequer.



View from the Chester Beatty Library roof garden © Fáilte Ireland

Section 2: A Focus on Efficiency

2.1 Cost of Public Service and Efficiency

Key objective from the Public Service Reform Plan 2014-16:

To deliver a productive, cost-effective and affordable public service, including through the full utilisation of the provisions set out in the Haddington Road Agreement

Cost Reduction

Public servants have made a significant contribution to addressing the challenges that faced the economy and the public finances in recent years. In addition to the implementation of a broad range of reforms, they made a direct contribution in terms of pay and pension measures that reduced the Exchequer pay bill by over 20% between 2009 and 2014. Staff numbers were also reduced by around 10% in that period. Overall, five separate pieces of financial emergency legislation contributed €2.2 billion annually to stabilising the public finances.

Increased Productivity

The productivity measures implemented under the Financial Emergency Measures include an additional 15 million hours each year, which are critical to ensuring delivery of quality public services to citizens and business. The value of the additional hours currently being worked are in the region of €600m per year.

In the education sector, an estimated 4 million additional hours have been used to avoid school closures for parent teacher meetings, staff meetings, and mandatory Continuous Professional Development.

In the health service, an estimated 5.8 million additional hours have been used to provide cover for leave and absences to ensure continuity in the delivery of patient care. The extra hours in these areas have also contributed to the introduction of a longer working day (8am–8pm) and to the extension of clinic opening hours.

The additional hours have also been used to extend opening hours for citizen facing services including Hospital Clinics, Intreo Offices, Public Libraries and customer service help desks. They have reduced processing times (e.g. social welfare claims), and improved Revenue audit, compliance and investigation functions.

Reform Dividend

Cost reductions have been delivered while meeting increased demand for public services due to

the downturn and demographic factors, as set out in the Demands on Public Services infographic in the executive summary. The reform dividend from this cost reduction and the other reforms implemented, together with an improvement in the public finances, has allowed for targeted recruitment in sectors such as education, health and policing in recent years.

For example, since 2014, there has been increased staffing in the following areas: an additional 5,000 teachers; 2,200 new special needs assistants; 1,600 new Garda recruits; and the HSE has hired over 1,500 nurses. Without successive programmes of Public Service Reform and the savings they produced, including those underpinned by agreements negotiated with public service unions and staff representative associations, it would have been impossible to increase staff levels in these key frontline areas.

Overall, the three Public Service Agreements to date (Croke Park, Haddington Road and Lansdowne Road) have played a critical role in maintaining the delivery of services, reducing costs and enabling the reform programme. The Agreements have also delivered a period of unprecedented peace in industrial relations in the Public Service.

Lansdowne Road Agreement 2015-2018

The Lansdowne Road Agreement was concluded in May 2015 and ratified by the ICTU Public Services Committee in September 2015. The Agreement extended the Haddington Road Agreement of 2013, and the Commencement Order bringing into law the Financial Emergency Measures in the Public Interest Act, 2015 was formally signed in November 2015.

Following publication of the *Report by the Public Service Pay Commission* in May 2017, the Department of Public Expenditure and Reform and public service employers entered into negotiations with public service unions and staff representative associations in order to secure agreement on an extension of the Lansdowne Road Agreement.

The key objectives in the negotiations were to secure a public service pay agreement that is fair, fiscally sustainable and provides certainty and industrial peace until 2020; to provide a programme to exit the FEMPI legislation as it impacts on remuneration of public servants; to provide for an additional permanent Superannuation Contribution of €550m from public servants towards securing the sustainability of public service pensions now and into the future; and to enable the continued provision of the improved productivity provisions (principally additional hours) provided by previous Agreements out to 2020.

These primary objectives have been met and the proposed Agreement has been approved by Government. Subject to ratification by the Unions and Associations representing public servants, it will be necessary to bring forward primary legislation in the final quarter of 2017 to implement the terms of the Agreement by amending the existing FEMPI Acts (2009-2015) and the introduction of new legislation to provide for the additional superannuation contribution.

Delegated Approach to Staffing

In Budget 2015, the Moratorium on Recruitment and Promotion was formally ended and the Employment Control Framework

was replaced by a new Delegated Sanction Arrangement in most Government Departments and Offices. Under the new delegated arrangement, each Government Department and Office is given a fixed multi-annual pay ceiling and, subject to compliance with Workforce Planning requirements and some restrictions related to senior appointments, has had delegated authority to determine staffing needs and fill vacancies once they remain within their pay ceiling. Departments can also implement similar cascade arrangements with agencies or bodies under their aegis. The Delegated Sanction Arrangements introduce an element of flexibility and local determination for Government Departments and Offices.

2.2 Shared Services

Key objective from the Public Service Reform Plan 2014-16:

To continue to envision, launch, grow and transform public value through Shared Services programmes

National Shared Services Office

Since 2014, Shared Services has become a major part of the Public Service Reform programme. The **National Shared Services Office** was established in 2014, on an administrative basis within the Department of Public Expenditure and Reform, to lead shared services strategy across the Civil Service. Three years later, with more than 120,000 customers, the NSSO is one of the largest Shared Services providers in Ireland, within the public or private sector.

The Government approved the decision to put the NSSO on a legislative footing and in early

2017 the NSSO Bill passed Second Stage in the Dáil. Once the legislation is enacted the NSSO will become a separate Civil Service Office, under the aegis of the Department of Public Expenditure and Reform, with its own Accounting Officer. In addition to leading the shared services strategy for the Civil Service, the NSSO plays an important role in relation to policy for shared services across the wider Public Service. This includes setting standards, research and policy development, as well as providing guidance and advice.

The NSSO is supportive of the National Strategy for Global Business Services (shared services)

published by the IDA in May 2017. The IDA identifies shared services as a significant sector for growth in the Irish economy and the NSSO aims to bring this vision and strategy roadmap into the Civil Service, especially as it relates to innovation and technology disruptors. Projects are underway to explore robotic process automation, talent specialisation and data analytics for trend analysis.

Civil Service Shared Services

Significant progress has been made in advancing shared services since 2014. The NSSO has two Shared Services Centres: The **HR and Pensions Administration Shared Service Centre** (PeoplePoint), in operation since March 2013, has 34,500 customers from 39



Cork City Council Civic Offices, courtesy of Cork City Council

Government departments and offices. The **Payroll Shared Service Centre (PSSC)**, in operation since December 2013, has 111,800 payees, of which 60,000 are retirees, from 45 public service organisations.

These Shared Service Centres have already introduced many benefits for the Civil Service. These include: the introduction of one set of standard HR processes, applied consistently, based on HR policy - these standard processes are eliminating local interpretation and thereby increasing fairness for employees. Civil Servants can access HR services through a much wider range of channels, including the first online system, giving them easier and faster access to important information on entitlements and services.

HR data analytics and trend analysis are more readily available on a Civil Service-wide basis. Improved technology has resulted in automation in several areas, including the updating of personal information. For annual leave, shared services have removed the need for repeated manual entry on the HR system. Almost 1.5 million annual leave updates have been recorded in 4 years and further automation is on the way.

Recent updated analysis has estimated that €6.4m has been saved in the annual cost of delivering transactional HR services. In 2014, at early stage implementation, the annual saving was estimated at €3.7m.

In 2016, the PSSC made over 2.7 million payments to the value of €3.24 billion. The PSSC is in the process of replacing 18 Payroll Centres that had different versions of payroll systems, which previously cost €21.4m to provide payroll, pension, travel and subsistence

payments, with one Shared Services Centre.

Once payrolls migrate from Government departments to the PSSC, the technology costs and payroll for staff who used to process payroll are suppressed. The PSSC now provides online payslips to all payees, and travel and expense payments can be processed within a week. This is a significant change to the hard-copy payslips and paper-based expense receipts of the past. A project to integrate HR, pensions and payroll into a single service organisation has also begun.

The development of a new finance technology solution for Government is also underway. A single financial management system and finance technology platform will replace 31 financial management systems and 31 reporting systems across Government departments and offices and facilitate transaction processing in the new **Finance Shared Service Centre**.

This new Centre will be co-located with Payroll in Galway, Killarney and Tullamore and will start providing financial management shared services in 2018. It will improve resilience and performance, increase financial control, and deliver a sustainable reduction in the annual cost of finance of approximately €15.4m through a reduction in the cost of support for finance technology and a reduction in the resources required to provide financial management processing.

Sectoral Shared Services

Progress has also been made on shared services projects within the key sectors of Local Government, Education and Health. Good progress is being made in the implementation of

the MyPay project, a **Payroll and Superannuation Shared Service for Local Government**. There are 25 local authorities, the LGMA and the EPA, 'live' in the MyPay Shared Service Centre.

In the **Education and Skills** sector, the implementation of the Department's Shared Services Plan 2014-2016 continued, driving shared services projects in Education and Training Board (ETB) payroll and finance, and finalising a Business Case for HR/ Payroll shared services in the Higher Education sector. Continued support is given to existing shared services solutions such as HEAnet and SUSI, investing in the further development of those services.

The funding, integration and governance of the Department's sectoral procurement supports in the Education Procurement Service and the Schools Procurement unit are also progressing, as part of its shared services offering. The Education and Training sector is still at the early stages of its shared services initiatives and so the focus is on investing rather than on benefits realisation at this point.

In the Health Sector, a number of shared services projects are being progressed by the Health Service Executive, through the **Health Business Services (HBS)** unit. These include areas such as payroll, pensions, recruitment and financial management. HBS achieved a completion rate of approx. 80% across the 43 actions identified originally in the HBS Strategy 2014-2016. The 2016-2019 strategy has been published and it identifies 22 actions, 10 of which have been identified as very significant or transformational.

2.3 Public Procurement

Key objective from the Public Service Reform Plan 2014-16:

To reform procurement across the Public Service in order to deliver significant savings to the State, modernise and professionalise public procurement, align policy development with operations, improve the consistency of policy implementation and reduce risk for the State

Supporting Public Sector Clients in Meeting their Sourcing Needs

The **Office of Government Procurement (OGP)** is responsible for driving implementation of a new model for public procurement. The OGP together with its sector sourcing partners in Health, Education, Defence and Local Government have worked together to make this a reality.

The OGP has, since commencing sourcing operations in 2014, put in place over 100 frameworks for the provision of goods and services for use by the public service across a wide range of portfolios. These include professional services, facilities management, utilities,

ICT equipment, marketing, print and stationery, fleet and plant and travel, transport, HR and managed services. The OGP's procurement expertise has also been evident in its support of key government projects such as the renegotiation of the agreement with the pharmaceutical industry on the supply of medicines, the rapid build of social housing and the procurement of a single financial system for central government.

Strengthening Procurement Policy

The OGP is responsible for procurement policy and has led on a number of policy interventions and actions to enable job creation, support environmental sustainability, improve risk

management on construction projects and support SME access to Government contracts. The OGP established the SME Working Group which is chaired by the Minister of State with special responsibility for public procurement and includes industry representatives (IBEC, CIF, ISME, SFA and Chambers Ireland) to address SME concerns with regard to access to public procurement opportunities. In addition the OGP introduced Circular 10/14: "Initiatives to assist SMEs in Public Procurement" which allows for breaking contracts into lots, lower financial qualification criteria, supporting consortia bids and other initiatives to help SMEs.

Enabling Savings

One of the OGP's and the procurement reform programme's key objectives was to achieve value for money for the State in the procurement of goods and services. By aggregating the requirements of the public service



Dublin Fire Brigade

where possible, the State is now able to speak with one voice to the market and reap the benefits of economies of scale and efficient procurement practices. As a result, through their sourcing operations the OGP and its sector partners have enabled savings for the State in the order of €300 million since the programme commenced and will continue to achieve value for money into the future.

Improving Transparency

A key objective in establishing the OGP was to strengthen procurement spend analytics and data management. To that end, the OGP has brought greater transparency and clarity to where public money is being spent by gathering detailed data from across the public service and publishing two annual Public Service Spend and Tender Analysis reports. The most recent report published in 2016 analyses almost €4 billion of procurement addressable spend in 2014 and over €4 billion of spend will be addressed in the report on 2015. Trends that have emerged from this analysis are that a majority of public expenditure on procurement is with small and medium enterprises and with companies based within the State.

Professionalising Public Procurement

The OGP is leading the professionalisation of public procurement, thereby reducing risk for the State, through the standardisation of processes, the organisation of training events and by providing opportunities for procurement professionals from across the public service to meet, discuss and learn about procurement matters. Included in the programme was the inaugural

Public Procurement Conference which took place in September 2016.

Sectoral Procurement

Under the Government's Procurement Reform Programme, the **Education Procurement Service (EPS)** was established as the education sector hub. The EPS is responsible for procurement for the public sector of the categories of Agriculture and Veterinary; Laboratory Equipment; and Library materials. It also procures education-specific goods and services for the education sector. Since its establishment, the EPS has enabled forecast secured savings from sourcing exercises of: €2.4m in 2014; €2.8m in 2015; €3.1m in 2016.

In the **Health Sector**, the Health (Pricing and Supply of Medical Goods) Act 2013 provided for the introduction of generic substitution and reference pricing in Ireland. Reference pricing delivered over €47 million in savings in the cost of the drugs bill in 2014, and a further €94m in 2015. Generics now account for over 73% of the total off-patent market by volume, and almost 42% by value.

A new Framework Agreement on the Supply and Pricing of Medicines 2016-2020, with the Irish Pharmaceutical Healthcare Association (PHA), was signed in July 2016. The agreement was estimated to enable up to €600 million in cumulative savings from IPHA companies over four years, with a potential of over €150 million from non-IPHA companies also. Key features were a broadening of the external reference country basket to 14 EU Member States and new mechanisms for annual price realignment. Improved rebate terms were also agreed, as well

as automatic price reductions of biologic medicines on the entry of biosimilar competitors.

The Local Government Strategic Procurement Centre

was established to implement reform of procurement across the local government sector and provide a framework by which the local government sector can participate in the procurement mechanisms as established by the Office of Government Procurement. The Local Government Operational Procurement Sector manages procurement for the categories of Plant Hire and Minor Building Works and Civils. Savings have been achieved in the sum of €6.92m in 2014, €1.3m in 2015 and €2m in 2016.

The **Defence Sector** is tasked with the centralised procurement of common items of specialist defensive equipment on behalf of the Defence Forces, the Irish Prison Service and An Garda Síochána. The Sector is following the OGP model and strategic policy direction in developing operational procurement capability by transforming itself from focusing on transactional purchasing to a more strategic organisational function, which is a discipline in its own right. The methodology and approach to procurement as championed by the OGP model involves robust research, analysis and planning that results in a procurement strategy and this approach is followed where practicable in the Defence sector. The Department of Defence, which is the Sector lead, has enabled cost avoidance savings of an estimated €19.311m VAT inclusive for the period 2016-2018.

2.4 Property Asset Management

Key objective from the Public Service Reform Plan 2014-16:

To manage the Public Service property portfolio in a professional, coordinated and efficient manner that maximises value for money and facilitates business needs and service provision

Implementation of Property Asset Management Delivery Plan

'Accommodating Change – Measuring Success', the Government's Property Asset Management Delivery Plan, was published in July 2013 with the key objective to "manage the Public Service property portfolio in a professional, co-ordinated and efficient manner that maximises value for money and facilitates business needs and service provision". The Plan reflects that the strategic approach to the management of State property requires all State property holders to view public property from a 'State' perspective rather than individual ownership. The **Office of Public Works** is leading these changes across the Public Service and progress is overseen by a cross-sectoral Steering Group.

Rationalisation of the Civil Service Estate

The two successive Public Service Reform Plans have seen significant reductions in rental expenditure. The lease rationalisation and renegotiation programme yielded cumulative savings of €61.6m in the 2011-2013 period and a reduction in annual rental expenditure of €30.4m (as measured against 2010 levels). Continued rationalisation of the Civil Service Estate in the 2014-2016 period, has resulted in a further reduction in the annual rental bill of €9.8m and a cumulative saving of €23.3m

(as measured against 2013 expenditure).

The OPW is continuing to rationalise its owned portfolio through its property disposal programme. In the three-year period 2014-2016, 66 properties were sold for €10.5m. A number of other properties, that are no longer required for State use, were licensed for community use.

Other property holders that have realised savings through property rationalisation include the **Department of Defence**, which sold 36 properties, surplus to military requirements, between 2014 and 2016 for a total value of €13.58m.

Better on-going management of the State's Property Portfolio

A number of inter-linked outputs from the Property Asset Management Delivery Plan provide the platform for a more integrated and strategic management of the State's Property Portfolio. The Policy for Property Acquisition and for the Disposal of Surplus Property (issued as DPER Circular 17/2016) requires those with responsibility for property to regularly review their property portfolio and develop a business case for all significant decisions to acquire, dispose or retain property. It requires property holders who are disposing of property to first offer it to other State bodies and asks those seeking to acquire to look first at surplus property in the State sector.

The Protocols for the Transfer and Sharing of State Property Assets (issued as DPER Circular 11/2015) provide for the more efficient transfer of property between State Bodies, including independent binding valuation by the Valuation Office. The on-line map based State Property Register, developed under this Public Service Reform Plan, provides the information to decision makers on around 24,000 owned and leased properties which facilitates the practical implementation of the recently issued Policy and Protocols.

Intra-State transfers have been completed under the Protocols and more are under consideration. There have also been collaborative approaches to the use and sharing of State property as illustrated during the completion of the Intreo programme for the Department of Social Protection, when public bodies shared property to ensure the optimum result for this important reform initiative.

ISEN 15221 Standard for Facilities Management

A common language, the ISEN 15221 Standard for Facilities Management, has been introduced to a number of properties in the OPW portfolio. This is a European standard that provides a framework for measuring and analysing the space usage in buildings. The standard will support the collection of the data needed to produce management information and key performance indicators for office accommodation. The data will be used to compare and benchmark the performance of similar property types in the State portfolio with a view to identifying opportunities for space efficiencies and will also feed into the Office of Government



DIT Grangegorman Campus

Procurement Facilities Management Frameworks.

Communication Strategy

The **Property Managers' Network** was established during 2014 and provides a forum for property managers across the Civil and Public Service to share experience and expertise, as well as opportunities for shared approaches to property solutions. A number of information workshops were held during 2014, 2015 and 2016.

Property Registration

As part of the Property Reform Programme, the Steering Group has emphasised the importance of ensuring that all properties owned by the State are registered accordingly with the Property Registration Authority. To this effect, the OPW, amongst others, has commenced an active programme of registering properties.

Building Expertise and Capacity

To ensure that State property is managed efficiently, it is recognised that staff must be suitably skilled. The OPW hosted courses on property-related Option Appraisal and a pilot training course and information briefing on property-related VAT. A foundation level property management-training course, developed under one of the reform actions, was delivered in the first half of 2017 to OPW staff and staff nominated by the Property Asset Management Steering Committee.

Energy Efficiency

The **OPW** has worked with the **Department of Housing, Planning, Community and Local Government** to develop Nearly Zero Energy Guidelines and specifications. In addition, the OPW developed guidelines and specifications with the **Department of Communications, Climate**

Action and Environment for the deep retrofit of buildings with a view to saving energy and reducing carbon footprint.

The “Optimising Power @ Work - Public Sector Campaign” is progressing well. There are currently over 40 public sector organisations participating (15 large hospitals, 9 higher education campuses, 13 Local Authorities, 2 prisons and various HSE estates buildings). The total energy spend in these buildings is approximately €30 million per annum. The OPW is working closely with the HSE National Sustainability Office to coordinate the roll out of the campaign into additional large acute care hospitals.

In relation to its own property portfolio, the OPW is currently achieving savings of approximately 21% through its “Optimising Power @ Work - Central Government Campaign”. The total energy spend for these buildings is in the order of €22 million (net of the savings).

2.5 Public Expenditure Reform

Key objective from the Public Service Reform Plan 2014-16:

To enhance the resource allocation decision making process by improving ongoing scrutiny and evaluation of public expenditure

Public Expenditure Reform and IGEES

As part of the Public Service Reform programme, there has been a focus on performance and accountability improvements to allow the Public Service to be more effective in managing expenditure and in showing that well-informed decisions are guiding how public money is being spent. There has also been a focus on building the institutional capacity for the implementation of budgetary and expenditure management reform.

The **Irish Government Economic and Evaluation Service (IGEES)** was established in 2012. This is a cross-Government service which aims to support better policy formulation and implementation in the Civil Service through economic analysis and evaluation.

Since its establishment, IGEES has grown to over 80 economists and evaluators employed across all Government Departments joining analytical resources already in place to form a wider community focussed on delivering evidence to inform policy.

The IGEES Medium Term Strategy to 2019 sets out the next phase of the development of IGEES. It seeks to enhance the level, consistency and quality of output across the IGEES with the focus on greater input and impact on the policy analysis programmes.

IGEES staff are involved in analysis of all sectors - forecasting, appraising and analysing new expenditure programmes and evaluating existing expenditure programmes to assess effectiveness. The IGEES work programmes for 2016 and 2017 reflect the economic and evaluation requirements of Departments and are available, with IGEES outputs, on the IGEES website - <http://igees.gov.ie/>

Value for Money Review Programme for 2015-2017

Value for Money and Policy Reviews (VFMPR) are an important aspect of Irish public sector policy evaluation. Value for Money Reviews are long established and aim to ensure that the maximum impact of public spending is achieved. In recent years, value for money reviews have been supplemented by more focused evaluations called Focused Policy Assessments. These are typically carried out in a much shorter timeframe.

The latest round of VFMPR covers the period 2015-2017. This is aligned with the multi-annual budgetary cycle and the Comprehensive Review of Expenditure process. The current round of reviews covers over 40 areas of expenditure across all sectors. The full list of VFMPRs with an update on progress on each are published on the IGEES website.

Public Spending Code

Since 2013, a new Public Spending Code has been in place. The Public Spending Code is the set of rules, procedures and guidance to ensure Value for Money in public expenditure across the Irish Public Service. It draws together in one central location, the long-established elements of the VFM arrangements that have been in place over the past number of years. The objective of the Public Spending Code is to ensure that the State achieves value for money in the disbursement of public funds. Doing so requires a disciplined and systematic approach to public expenditure.

The Public Spending Code has been developed to bring expenditure evaluation procedures in line with best national and international practice and applies to both capital and current expenditure. It sets out what is required of public service managers at different points of the expenditure lifecycle from economic appraisals for new expenditure proposals to performance monitoring and post project review and evaluation.

Government Accounting Unit in the **Department of Public Expenditure and Reform** is responsible for the dissemination, maintenance and updating of the Public Spending Code. This included, for example, training delivered in 2016 as part of the AO Graduate Training programme across the Civil Service.



Performance Budgeting

The performance budgeting initiative has evolved considerably over the last number of years. A significant development has been the reformatting of the annual Revised Estimates Volume (REV), to include performance information. This allows Oireachtas Committees, the public and anyone with an interest in public policy to examine what is being delivered with public funds.

Following the publication of REV 2016 in December 2015, a review was carried out of the performance information provided and detailed feedback was given to the main Government Departments. A guidance note was also developed to help Departments in selecting and reporting on appropriate performance indicators. This resulted in a significant improvement in the quality of performance information provided for REV 2017.

Most recently, the Public Service Performance Report 2016, published in April 2017, forms a new part of the performance budgeting initiative. This aims to facilitate meaningful performance dialogue between Ministers and relevant sectoral Committees on Government performance. The report outlines the key outputs that have been delivered in 2016 across the diverse range of public service bodies. It is intended to facilitate timely, meaningful and constructive dialogue on expenditure between Government and the Oireachtas. This information will, over time, feed into policy decisions that are being made and allow available resources to be allocated in the way that has the biggest impact on our citizens' lives.

Fiscal Transparency: The National Economic Dialogue

Beginning in July 2015, the **Departments of Finance and Public Expenditure and Reform** now jointly host an annual National Economic Dialogue (NED), as part of the new budgetary framework. This event aims to promote a genuine dialogue on options in the lead up to Budgets. The events are chaired independently and include representatives of community, voluntary and environmental groups, as well as opposition parties, business, unions, rural groups, research institutes, the academic community and the diaspora.



Defence Forces on UN duty

Section 3: A Focus on Openness, Transparency and Accountability

3.1 Government and Legislative Reform

Key objective from the Public Service Reform Plan 2014-16:

To further strengthen open, accountable and ethical governance arrangements in Ireland for both the operation of Government and the Public Service, with a view to building trust in Government and in the institutions of the State

Open Government Partnership

Ireland became a full member of the **Open Government Partnership (GOP)** in July 2014, reaffirming a national commitment to Governmental transparency and reform. Throughout 2015 and 2016 work continued on implementing Ireland's first OGP Action Plan. The Independent Review Mechanism of the OGP Plan reported positive findings in its reviews published in February 2016 and, more recently, in June 2017. In particular, the report found that, of a total of 30 actions in the Plan, 26 have already

been substantially advanced or fully completed at the end of the Plan's implementation. Its major achievements included legislation to regulate lobbying, protect whistleblowers and reform the Freedom of Information and ethics regimes.

Six commitments were carried over into Ireland's second OGP National Action 2016-2018 which was published in December 2016. The commitments in the National Action Plan 2016-2018 aim to improve policy-making and the delivery of services, further strengthen our systems of governance

and accountability and prevent corruption. Work on delivering the National Action Plan is advancing steadily, with substantial progress made on 7 of the 15 commitments by June 2017.

Open Data

The **Open Data initiative**, a core element of Ireland's Open Government Partnership Plan, works to create an environment where the economic, social and democratic benefits of Open Data are recognised and realised and where, by opening up Government data, new opportunities for research, innovation, transparency, engagement and greater efficiency are delivered and realised by public bodies, businesses, researchers and citizens.

Following on from consultation on and publication of the Foundation Document for the development of

an Open Data strategy in 2015, an Open Data Strategy 2017-2022 was drafted and is due to be finalised in July 2017. In 2016, an Open Data Engagement Fund was initiated to encourage the re-use of Open Data from the portal. 14 applications were successful with a number of these projects now nearing completion.

The Open Data national portal www.data.gov.ie, which was launched in 2014, hosts an increasing number of datasets across 14 categories with 5,250 datasets from 97 public bodies now available. Since its launch, new features have been added to the portal including Latest News, visualisations and a Showcase page and further developments are planned.

A Technical Framework published in 2015 underpins the publication of all datasets on the portal. It provides a clear set of requirements to ensure consistent publication of datasets. Framework contracts for

Open Data training and technical support have been developed to assist public bodies to engage with Open Data. The priority of the Open Data initiative now is to engage with more public bodies, increase the number of high value datasets on the portal and to ensure datasets are of high quality in line with the Technical Framework.

Central Statistics Office (CSO) developments in the area of Open data are recognised as a significant contribution to data.gov.ie. The CSO publishes all its data in an open linked format, through a mix of e-releases and the CSO Statbank.

The **Environmental Protection Agency (EPA)** is fully committed to making its large amounts of data accessible and continues to be one of the main data contributors to the Open Data Portal (data.gov.ie) with 131 EPA datasets available at the end of 2016.

Transport Infrastructure Ireland (TII) continues to provide proactive support for the Government's Open Data initiative. TII has created a hosting platform for publishing open datasets which is being used to provide access to a range of data held by TII and of interest to both individuals and organisations.

Openness and Transparency

A modernised, consolidated, restructured and more accessible **Freedom of Information Act 2014** was introduced in October 2014, repealing the 1997 and 2003 FOI Acts. A key goal of the Act is to make information more accessible to the public. To this end, following public consultation, a Model Publication Scheme was published in October 2015. Public bodies were required to put their own publication schemes in place by April 2016 in conformity with the Model Scheme, thus providing for a more proactive publication of



information held by FOI bodies. The Act was extended to 66 new bodies in 2015.

In November 2014, the Minister for Public Expenditure and Reform issued new **Guidelines on State Board appointments**, with a view to increasing openness in the overall process and transparency in the selection of appointees.

The Guidelines provided that the operation of the new process should be reviewed within eighteen months and subsequently the Programme for Government committed to further strengthening this process by increasing female participation on State boards; putting the process on a statutory footing; requiring Ministerial nominees for the role of board Chair to be assessed and have their suitability for appointment confirmed by the Public Appointments Service, and requiring nominees for board Chair to have their nomination ratified by the relevant Oireachtas Committee

prior to their appointment being made by Government.

The Review, was carried out in conjunction with the Public Appointments Service and NewERA and was completed during 2016. It is intended to bring recommendations to further improve the process to Government in the near future.

The Guidelines included a package of measures to meet the pre-existing target that at least 40% of State Board members should be women, including the requirement for Government Departments to publish implementation plans. The Government also set an enhanced target of 45% for boards already meeting the 40% target.

As of March 2017, women constitute 39% of board members, the highest percentage since the target was introduced. 101 boards (47%) have met the 40% target while 44 boards have met the

enhanced 45% target, an increase of 8% since December 2013.

Ethics, Transparency and Oversight

The **Protected Disclosures Act 2014** commenced on 15 July 2014 and provides robust statutory protections for workers in both the public and private sectors against the real or potential penalisation by their employers where they have brought concerns about wrongdoing in the workplace to light. Since its enactment, the Act has attracted favourable comment in European forums, and has been acknowledged as setting a benchmark in regard to a number of aspects of the anti-corruption agenda.

The **Public Sector Standards Bill 2015** was published in December 2015 and it is intended that the legislation will be enacted in 2017. This Bill aims to significantly enhance the existing framework for identifying, disclosing and



Malin Head Weather Station, courtesy of Met Éireann

managing conflicts of interest and minimising corruption risks. It will achieve a shift towards a more dynamic and risk-based system of compliance and ensure that the institutional framework for oversight, investigation and enforcement is robust and effective.

The **Regulation of Lobbying Act 2015** commenced on 1 September, 2015. It is designed to provide appropriate transparency on “who is lobbying whom about what”. It allows all sections of society to reach informed evidence-based judgments regarding the extent to which different interest groups are able to access and influence decision-making. The Act sets out arrangements for bringing transparency to lobbying activities through a web-based register.

There are currently just over 1,600 organisations and individuals who have registered on the lobbying register, and approximately 14,500 returns have been submitted and are available for viewing on lobbying.ie. The Standards in Public Office Commission is responsible for maintaining the online register of lobbyists and it requires lobbying activities to be updated at regular intervals through the year. The first review of the operation of the Act was carried out in 2017. Its findings and recommendations can be viewed at <http://www.per.gov.ie/en/regulation-of-lobbying/>

Following the **Statute Law Revision Act 2015** which revoked instruments made prior to 1821, the Statute Law Revision Act 2016 was enacted in December 2016. The 2016 Act repeals spent and obsolete Public General Acts from between 1922-1950. In total, some 301 Acts, accounting for 43% of the 707 in force Acts enacted between 1922 and 1950, were repealed under this Act. It is the sixth Statute Law Revision Act

produced by the **Statute Law Revision Programme**, which has to date seen the review of 72,000 laws and the repeal of over 60,000.

Oireachtas Reform

The **Oireachtas sub-Committee on Dáil Reform** presented a series of proposals for reform of Dáil procedures and practices which were approved by the House and many were implemented during 2016, including the establishment of a Dáil Business Committee giving responsibility to the House itself to plan and make arrangements for its own business; the establishment of a **Budget Oversight Committee** to enhance scrutiny of the annual budgetary cycle; and increased support provided to members for Private Members’ Legislation.

The Ceann Comhairle and Leas-Ceann Comhairle were elected, for the first time, based on a secret ballot of all members of the Dáil in March 2016.

A Parliamentary Liaison Unit was established in the **Department of the Taoiseach** to provide support to Ministers and their Departments on Oireachtas matters, with a particular emphasis on assisting Departments with Private Members’ Business.

Giving Citizens a Voice

Action 22 of the **Civil Service Renewal Plan** aims to strengthen policy-making skills and includes a commitment to develop more open approaches to policy-making by involving greater external participation and consultation in policy development. Departments have hosted 44 Open Policy Debates on a range of policy themes with participation from experts and other policy interests since the commencement of the Civil Service Renewal Plan in late

2014. Reports on the events are published on the Civil Service Renewal portal.

A national strategy on **Children and Young people’s Participation in Decision-Making 2015-2020** was launched in June 2015. The goal of the strategy is to ensure that children and young people have a voice in their individual and collective everyday lives. Many Government Departments, state agencies and non-governmental organisations have made commitments to support the achievement of this goal in their work. Key structures such as Comhairle na nÓg and Dáil na nÓg are now well established mechanisms for children to have a voice in both national and local decision-making.

A key action, the establishment of a Children and Young People’s Participation Hub – a national centre of excellence on participation, providing resources, training and support for participation initiatives - has begun. A database of publications on children and young people’s participation, which includes a wide range of national and international practice and research publications and articles, has been made available on the website of the **Department of Children and Youth Affairs**.

3.2 Performance and Accountability

Key objective from the Public Service Reform Plan 2014-16:

To enhance performance and accountability across all sectors of the Public Service

Civil Service

The **Civil Service Renewal Plan**, published in October 2014, aims to create a more unified, professional, responsive, open and accountable civil service. It also sets out a vision to provide a world-class service to the State and to the people of Ireland and affirms the values of the Civil Service including a culture of accountability, efficiency and value for money. Underscoring these values, and to further the process of restoring public trust and confidence in the administrative system, a number of measures have been introduced in the Civil Service.

For the first time, an **Accountability Board** to strengthen accountability and performance across the Civil Service has been established. The Board is chaired by the Taoiseach and balanced with ministerial, Civil Service and independent external members who bring an external perspective to the role of the Board. The Board focuses on a limited number of priority items to provide oversight of the capacity and capability of the Civil Service to deliver, including performance management for Secretaries General and the implementation of cross-cutting priorities set by the Government. The Board has met four times since it was established and its minutes and Annual Reports

are published on the Department of Public Expenditure and Reform website.

A central characteristic of effective accountability arrangements is knowing 'who does what and to whom they are answerable'. For the first time these details are centrally available electronically for the Civil Service on **www.whodoeswhat.gov.ie**. This website sets out the responsibilities and accountabilities of senior managers, and is underpinned by the statutory framework for the assignment of functions from Secretary General level to officials within his / her Department under the Public Service Management Act, 1997.

A **Corporate Governance Standard for the Civil Service** was published in November 2015. It sets out a summary of



good governance principles, and an adaptable Governance Framework, including provisions to be used in documenting each Department's / Office's own governance arrangements. The Governance Standard requires Departments and Offices, for the first time, to document and publish their governance arrangements in accordance with the principles set out. These arrangements set out how a Department / Office does its business, and why it does its business in the way it does. All Departments have published their own Governance Frameworks and these have been in place since April 2016.

Updated Risk Management Guidance for Government Departments and Offices (2016)

was published in February 2016 as a further development to enhance governance arrangements across Government Departments and Offices. The guidelines take account of developments in risk management including the International Standards Organisation (ISO) 31000, Risk Management – Principles and Guidelines.

The Civil Service Management Board (CSMB) has agreed a new approach of contributing collectively to the annual National Risk Assessment and Strategic Planning processes.

Code of Practice for the Governance of State Bodies

In August 2016 the Minister for **Public Expenditure and Reform** published an updated Code of Practice for the Governance of State Bodies, 2016. The new Code is effective from financial reporting periods beginning on or after the 1st September 2016. The Code is designed to ensure that both

commercial and non-commercial State bodies meet the highest standards of corporate governance. It is based on the underlying principles of good governance: accountability, transparency, probity and a focus on the sustainable success of the organisation over the longer term.

The key benefit of the 2016 Code is that it provides greater clarity regarding the roles and responsibilities of the Board of a State body. There is a greater emphasis on accountability and transparency, which is underpinned by effective relationships between the Minister/parent Department and the Chairperson of the State body to ensure that the body is effective in achieving its objectives, uses its resources efficiently and operates in a manner which secures the longer-term sustainability of the State body.

Local Government

In the Local Government sector, the **National Oversight and Audit Commission (NOAC)** was set up to provide independent scrutiny of Local Government performance in fulfilling national, regional and local mandates. The establishment of NOAC is part of the reform process provided for in the Local Government Reform Act, 2014 and is a very significant development in public accountability at local government level.

The EU Water Framework Directive was adopted in 2000, requiring Member States to manage their water resource on an integrated basis to achieve at least 'good' ecological status and to avoid deterioration in the status of any waters. A new governance structure was created for the implementation of the Water Framework Directive. The setup of the **Local Authority Waters and Communities Office**

in Kilkenny and Tipperary County Councils has resulted in an integrated collaborative approach with **the Department of Housing, Planning, Community and Local Government**, the **Environmental Protection Agency** and other implementing partners in relation to the implementation of the objectives of the Water Framework Directive.

Education Sector

The new oversight and funding agency **SOLAS** plays a key role in relation to quality and accountability within the Further Education and Training (FET) Sector. In 2016 SOLAS published the third FET Services Plan which sets out high level detail of the FET provision to be funded by SOLAS, who will deliver it, when and where it will be delivered, how much it will cost, the estimated outputs in terms of completion and certification rates and the outcomes in regard to progression to further or higher education and placement into employment. In addition, this FET Services Plan provides examples of how Further Education and Training can benefit the Learner, the Employer and the Community.

Implementation of the **Higher Education Strategy to 2030** has introduced reforms to increase accountability of autonomous higher education institutions for public funding and performance against national priorities. The performance agreements with the Higher Education institutions form part of the rollout of the System Performance Framework 2014-2016. Performance funding is allocated on the basis of meeting these targets and drives diversity in the system and provides a mechanism for steering the system and holding it accountable for meeting national priorities



and system objectives set by Government.

Legislative reform has, for the first time, provided a legislative basis for the enhanced status of the teaching profession through fair and transparent regulation of entry to, and continued membership of, the profession. This was achieved through the implementation of Section 30 of the **Teaching Council Act** in 2014. Also for the first time, under the Fitness to Teach provisions which commenced in 2016, a member of the public, a teacher or an employer is able to make a complaint to the Teaching Council about a registered Teacher. Increased openness and transparency will support high professional standards amongst teachers in the interests of children and parents and enhance the reputation and status of the teaching profession.

The **Centre for School Leadership (CSL)** provides, for the first time, a single centre for the professional development of schools leaders. The CSL was launched in 2015 and is responsible for the delivery of the continuum of professional development for school leaders, from pre-appointment training and induction of newly appointed principals, to continuing professional development throughout careers. The CSL has provided many benefits for the profession in terms of the quality of training programmes, coordination

of provision and increased accessibility.

Health

Aligned with Civil Service Renewal, a significant organisational development programme (Working Better Together) has been developed in the **Department of Health**. It aims to achieve a Department which is: focused on priority outcomes; evidence-informed; responsible and accountable; supportive of staff; committed to learning and development; and open in sharing relevant information and collaborating with others. As part of the programme, nine internal project groups were established to design a range of organisational improvements; all with the goal of delivering a better environment in which to deliver its work, where on an on-going basis high performance is achieved, where collaborative working is promoted, and where all develop knowledge and skills. Implementation of the agreed actions is underway since June 2016 and a Management Board Sub-Committee, chaired by the Secretary General and representative of all levels of the Department, is overseeing implementation.

Justice

One of the **Department of Justice and Equality's** key priorities during the period of the Reform Plan was

to enhance the administration and oversight of policing. While more work needs to be done, the most important reform delivered has been the establishment of the new **Policing Authority** on 1 January 2016. This independent body provides oversight of all aspects of the delivery of policing services by An Garda Síochána, including in relation to strategy, the efficient and effective deployment of resources, organisation, administration, personnel and finance. Since its establishment, the Policing Authority prioritised developing those of its functions with statutory deadlines and reform significance.

The Authority met regularly with the Commissioner and her senior team to discuss and assess the performance of An Garda Síochána. Other priorities in 2016 included finalising An Garda Síochána Strategy Statement July 2016-2018, establishing 2017 Policing Priorities/Policing Plan, developing a Garda Code of Ethics, reviewing An Garda Síochána Protected Disclosures Policy and undertaking selection competitions for appointments to senior ranks within An Garda Síochána.

Other significant reform measures were also advanced including the strengthening of the powers and functions of the **Garda Síochána Ombudsman Commission** in relation to complaints, investigations and other procedures.

Defence

The **White Paper on Defence**, approved by Government in July 2015, establishes Ireland's defence policy framework for the next decade. To ensure a flexible and adaptive response in respect of defence, the White Paper provides for regular reviews of defence requirements. Implementation of the White Paper is ongoing and is being carried out on a phased basis involving a range of inter-departmental actions, as well as civil and military projects, over a ten year period, having regard to the Programme for Partnership Government, Strategy Statement commitments, the related nature of some projects and resourcing implications.

Children and Youth Affairs

The **Children First Act 2015** places significant obligations on organisations which interact with children. Organisations providing services to children and young people will be required to undertake an assessment of any risks to a child while the child is availing of its services, and use this as the basis for developing a Child Safeguarding Statement.

Mandated reporters will be required to report child abuse above a defined threshold which comes to their attention in the course of their professional or employment duties. They will also be required to report any direct disclosures of abuse from a child.

A significant provision in the legislation is the underpinning on a statutory basis of the Children First Interdepartmental Implementation Group. This Group, which includes a representative of all Government Departments, Tusla, the HSE and An Garda Síochána, is required to keep under review implementation and to report on an annual basis to the Minister.



L.E Samuel Beckett



Section 4: A Focus on Leadership, Renewal and Organisational Reform

4.1 Leadership

Key objective from the Public Service Reform Plan 2014-16:

To strengthen management and leadership across the Civil Service, and ultimately the Public Service and develop a high performance leadership cadre as a shared corporate resource, improve cross-organisational collaboration, encourage innovation and support continuous personal and professional development

Civil Service Management Board

A **Civil Service Management Board** has been established under the Civil Service Renewal Plan to strengthen the collective leadership of the Civil Service and to manage the performance and operation of the Civil Service. This includes overseeing talent management and performance management systems for senior managers, supporting the Government on the implementation of policy initiatives that involve multiple organisations, and identifying and managing strategic and operational risks.

The Board, comprising all Secretaries General and Heads of major Offices, also has collective responsibility for implementing all of the actions in the Civil Service Renewal Plan. All CSMB members lead on specific actions in the Plan. The Board meets monthly and minutes of its meetings and its Annual Reports are published on the website of the Department of Public Expenditure and Reform.

Senior Public Service

The **Senior Public Service (SPS)** was established in 2011, in recognition of the need for effective, unified leadership at senior levels of the civil and public service to deliver on key challenges facing the country.

There is a continued focus on the strengthening of the senior management cohort in line with broader actions being developed for the Civil Service as a whole under the Civil Service Renewal Plan. A new performance management process for Assistant Secretaries was launched in 2016 and preparatory work was undertaken for a new Secretary General Performance management process. The processes aim to reflect the full range of challenges faced at top management level. To this end, objectives are set under four categories, to demonstrate the policy, operational, leadership

and collaborative roles. The revised process for Assistant Secretaries incorporates 360 feedback to inform the setting of development objectives.

Initiatives were progressed under the SPS Leadership Development Strategy including SPS Executive Coaching, which incorporates 360 feedback tailored to SPS competency frameworks; SPS Mobility to support a more unified senior leadership cohort and enable diversity of experience; networking events to strengthen cross-Departmental/cross-sectoral relationships and learning; and tailored learning and development workshops aligned with SPS development needs. Senior leaders from the Non Commercial State Body sector and Local Authorities were invited to participate in these initiatives where feasible, in particular the SPS Executive Coaching Programme.

Work has also commenced to introduce structured and transparent **talent management programmes** for senior civil servants. Two Executive Leadership programmes introduced on a pilot basis at senior grades are targeted at SPS and Principal Officer levels. The programmes aim to encourage, support and develop those at senior management levels who are interested in progression to a more senior level. The programmes, developed in conjunction with an external training organisation, include a development centre, structured learning and development modules, coaching and mentoring supports and the possibility of managed mobility. A talent management framework is also currently being developed to drive talent management in Departments and Offices and support the development of emerging leaders at all grades up to and including Assistant Principal level.

Work has continued to increase female participation at senior levels in the Civil Service. As part of Civil Service Renewal, the Civil Service Management Board agreed a range of measures intended to ensure the composition of the workforce of the Civil Service reflects a better gender balance in the future, particularly at senior levels. The initiatives agreed by the CSMB were launched by the Minister for Public Expenditure and Reform in January 2017.

Other Sectors

While there are broader challenges in the Health Service, as part of their People Strategy 2015-2018, the **Health Service Executive (HSE)** has developed models of shared and distributed leadership, to nurture a strong culture of engagement and team working, and to inspire staff at all levels to deliver high quality safe services. The strategy is underpinned by a



Department of Foreign Affairs and Trade – Iveagh Scholars Programme 2016

commitment to engage, develop and support the HSE workforce.

The HSE has provided a multi leadership development programme for clinicians and has created facilitated team development services for newly appointed senior management. Other programmes include a Future Leadership Development Programme, a Senior/Executive Leadership Development Programme and an Unlocking

Leadership Development Programme.

The **BSc in Police Leadership and Governance** is continuing with a total of 64 participants, which includes 58 members of An Garda Síochána of Sergeant, Inspector and Superintendent rank and 6 external participants from the Irish Prison Service, Office of Director of Corporate Enforcement, the Revenue Commissioners and HPRA. There are three modules of the programme to take place

in the next academic semester in 2017. The programme is due to be completed in 2018.

The **Local Government sector** also recognises the importance of continuous development of leadership capability. Each year the Local Government Management Agency sponsors 4 senior personnel to attend the Programme for Senior Executives in State and Local Government run by the JFK School of Government in Harvard.

4.2 Human Resource Management Reform

Key objective from the Public Service Reform Plan 2014-16:

Develop coherent HR strategy aimed at developing the capability and skills that are required in a modern and complex public service context

Recruitment and Promotion

Good progress has been made on the implementation of a targeted programme of open recruitment to the Civil Service. Action 8 of the Civil Service Renewal Plan provides for the opening up of recruitment and promotions across the Civil Service. This includes extending the established policy of open competition for all senior and middle management positions, as well as implementing practical arrangements in line with business needs to move to a model of filling all vacancies through either open competition or a Civil Service wide inter-departmental competition.

The **Public Appointments Service** ran over 150 open recruitment campaigns in 2015 for a range of diverse specialised positions across the Public Service including solicitors, accountants, statisticians and meteorologists, as well as running all general recruitment competitions for the Civil and Public Service. In 2016, the Public

Appointments Service ran 361 advertised campaigns.

The recruitment campaigns have brought new people and new skills into the Public Service, addressed imbalances which may have developed during the operation of the Moratorium on Recruitment and Promotions and have also resulted in promotional opportunities for large numbers of existing public servants.

A wide range of initiatives to improve gender balance across the Civil Service has been developed by the CSMB and approved by the Government, as mentioned earlier. A Working Group is now focusing on implementing these initiatives.

Learning and Development

Significant progress has been made on developing and implementing a new shared model for **Learning and Development in the Civil Service** since the project commenced in 2015. The new model will support civil servants and facilitate continuous

professional development, in line with Action 9 of the Civil Service Renewal Plan.

Work is advanced on a common suite of learning and development programmes. Design and content has been agreed with Departments and, following a tender process, a Framework has been established and programmes are being developed with piloting of each training intervention due to commence in July 2017. Development has begun on a New Civil Service Induction programme for all new entrants. Content for a skills register has been agreed and will enable individuals to assess their skills under various headings such as Communications, Interpersonal and Desktop. The new skills register, when live, will assist the Civil Service with for example workforce planning, succession planning, mobility opportunities and also identify skills gaps.

OneLearning, a new Learning & Development Centre has been established in 2017 to centrally manage and maintain the new model and to promote a OneLearning community across the Civil Service.

Graduate Development Programmes

A pilot **Civil Service Graduate Development Programme** was introduced in 2015 to support newly appointed Administrative Officers and Junior Diplomats in developing their career within the Civil Service. 85 participants from 18 Departments and Offices took part in the inaugural 2015/16 programme. The number of participants increased to 221 for the 2016/17 programme, a figure which is expected to increase in 2017/18. The programme focuses on both professional and personal development, while also including Civil Service-specific training delivered by internal subject matter experts. It blends formal training with action learning in the form of Innovation Projects, and seeks to develop a broad range of skills, including project management, policy analysis, negotiation, and leadership.

Workplace Policies

Workforce Planning was launched across the Civil Service in November 2011, with many organisations having developed their second and third workforce plans. The purpose of the process is to assist Departments and Offices in making critical decisions related to their workforce over the short to medium term. Plans consider issues such as technological advances, learning and development, restructuring, succession planning, mobility, knowledge retention, gender distribution etc. This information, in turn, informs Civil Service HR policy making in areas such as recruitment, learning and development, mobility and equality initiatives.

The **Department of Public Expenditure and Reform** is supporting the ongoing development of workforce planning through the provision of supports such as guidelines,

templates, training, networks etc. The development of rolling three year strategic workforce plans in all Departments/Offices, and the development of a rolling three year integrated Civil Service workforce plan are significant actions included in the new Civil Service People Strategy to be published in 2017.

Action 15 of the Civil Service Renewal Plan includes a commitment to extend mobility to provide additional development opportunities and enable greater mobility across the Civil and Public Service. Building on the Assistant Secretary and Principal Officer Mobility schemes that are now in place, a Civil Service wide Mobility Scheme for Clerical Officers and Executive Officers was piloted in two regional locations and will be launched across the Civil Service in Q3 2017. It will be extended to include Higher Executive Officers, Administrative Officers and Assistant Principals in 2018. Guidelines for departmental internal



Great Western Greenway, Co. Mayo © Fáilte Ireland

mobility issued to all Personnel Officers in January 2017.

Sick Leave

A revised Public Service Sick Leave Scheme was introduced in 2014 by the Department of Public Expenditure and Reform for the majority of the Public Service. Its aim was to reduce the cost and incidence of sick leave for the Public Service by substantially reducing the period of time for which paid sick leave is available.

The sick leave statistics for the Public Service Sick Leave Scheme published in 2016 continue to monitor the impact of the cross-sector reform of sick leave in the public service. While much more needs to be done, the results show that already the scheme has resulted in significant savings to the Exchequer with over €100 million being saved cumulatively since the introduction of the new Scheme.

A review of the Public Service Sick Leave Scheme has been completed and consultations with staff representatives across the civil service are taking place on the introduction of changes to the Scheme that are aimed at improving its operation and equity.

The Civil Service Management Board is committed to significantly reducing absenteeism levels in the Civil Service and asked a subgroup of the board to look closely at the underlying issues that contribute to high rates of absenteeism in some areas.

Performance Management

Under Action 11 of the **Civil Service Renewal Plan** to strengthen the performance management process, the five-point PMDS rating system in the Civil Service has been replaced

with a two-point system. Under the new ratings system - introduced for the 2016 PMDS cycle - and performance is now evaluated on whether or not the jobholder has performed to a satisfactory level. Performance Management is also being strengthened across the wider Public Service.

Staff Engagement

In September 2015, the first **Civil Service-wide employee engagement survey** was carried out. The survey asked civil servants 112 questions about their views on working in the Civil Service. Over 15,500 Irish civil servants worldwide took part, providing their views on areas like employee engagement, well-being, coping with change and commitment to the organisation. The results are positive, overall Employee Engagement is high at 70% and civil servants are highly engaged, competent and resilient employees. This result compares well internationally and the survey provides valuable information to leaders within the Civil Service to effect change based on sound analysis. A wide range of initiatives are being implemented within Departments/Offices in response to the results. The next Employee Engagement Survey is scheduled to launch in September 2017.

The HSE has also conducted an annual staff survey, and will work to take actions based on survey findings to empower staff and promote diversity, inclusion and equality across the health service.

Recognition of Excellence

The **Civil Service Excellence and Innovation Awards**, an annual event to recognise achievements and showcase innovations in policy and service delivery across the Civil Service was introduced

in 2015. The second Civil Service Excellence and Innovation Awards were held in December 2016. 74 projects were submitted, showcasing the diversity and quality of work carried out by the Civil Service from which 30 projects were shortlisted. The awards were presented to 10 winning teams by the Taoiseach and the Minister for Public Expenditure and Reform.

More widely, many Irish public service projects received recognition in various awards schemes such as Excellence in Local Government Awards (Chambers Ireland), Ireland eGovernment awards, the Health Service Excellence Awards, the Education Awards and the National Procurement and Supply Chain awards.

Civil Service People Strategy

Significant progress has been made on the development of a People Strategy for the Civil Service. The Strategy will be based on people management priorities shared by all Government Departments and Offices, irrespective of their size and the nature of their work. These key strategic priorities will set the strategic agenda over three years for people management and development in the Civil Service and embed Civil Service Renewal HR initiatives as key business processes. It will focus on attracting, retaining, developing and engaging a diverse high performing workforce to deliver Civil Service objectives as well as building strategic HR capability by developing people management skills, providing professional HR services and creating a culture of learning and development across the Civil Service.

4.3 Organisational Performance

Key objective from the Public Service Reform Plan 2014-16:

Enhance the performance of organisations in the Civil and Public Service to ensure that they deliver the best possible outcomes

Rationalisation of State Bodies

The **Report on the Implementation of Agency Rationalisation** published in December 2014 shows that measures involving more than 90 per cent of the bodies to be rationalised and merged were completed by the end of that year. Since the Report was published, further measures have been implemented and there are currently 176 fewer state bodies as a result of the rationalisation programme. Implementation of those measures outstanding are well advanced and, where

possible, arrangements have been put in place on an administrative basis prior to enabling legislation being enacted - as in the case of the merger of the OSI, Valuation Office and Property Registration Authority into the single new body dealing with property and land administration, known as *Táilte Éireann*.

Recurring annual savings of over €15 million are accruing to the Exchequer, with a further €2.8 million in once-off revenue arising from the disposal of property. It is expected that further annual savings of €9 million will be achieved by 2018, as the full year efficiency savings from some of the

measures are realised. In addition, about €40 million of annual savings will accrue to the local authority sector on foot of the reform and rationalisation of the local authority structures which took effect in May 2014.

The **Department of Transport, Tourism and Sport** have recorded significant agency rationalisation between 2014 and 2016. These include the establishment of Transport Infrastructure Ireland (TII) and Sport Ireland in 2015. The Shannon Project 2012-2014 involving the separation of Shannon Airport, the restructuring of Shannon Development and the enactment of legislation to establish the Shannon Group was completed in 2014. The newly established Shannon Group also saw the subsuming of Shannon



Defence Forces, Flood Relief Efforts

Development's tourism function into Fáilte Ireland. The Harbours Act 2015 enacted in December 2015 facilitates the transfer of the five ports of Regional Significance, Drogheda, Dún Laoghaire, Galway, New Ross and Wicklow to local authority control. The designated ports will be transferred individually by Statutory Instrument and Wicklow Port was the first harbour to transfer directly under the control of Wicklow County Council on 30 August 2016.

Sectoral and Organisational Improvements

The **Department of Social Protection (DSP)** completed the roll out of Intreo, the new integrated employment service in 2015 and there has been significant consolidation and rationalisation at a local level. In total, DSP achieved a reduction in operations from 988 locations in 2012 to 334 locations in 2015. New operating protocols and interfaces were put in place with other Departments/agencies. The OneDSP 'Changing Together' programme commenced in 2014 and focusses on building an organisation with a common identity, common values and a shared culture. The 'OneDSP' learning and development curriculum was launched in 2015, comprising 70 modules (e-learning and instructor-led) aimed at frontline roles in DSP. In 2016, there were 3,864 e-learning modules and 3,598 attendees at various instructor-led training modules.

The **Department of Finance** has sought to improve the evidence base available to it on macroeconomic and tax policy changes with a view to improving the quality of its policy advice. To this end, a joint research programme on *The Macroeconomy*

and *Taxation* was agreed with the ESRI in early 2015. Originally a two year programme, it was extended in late 2016 for another year. 2016 tax-related research topics included analysis of the relationship between corporation taxation and foreign direct investment, income tax volatility and the distribution of Irish household wealth and its implications in terms of a hypothetical wealth tax. An assessment of the potential macroeconomic impact of Brexit on the economy under a range of scenarios was also undertaken under the programme. Staff from the Department worked jointly with ESRI researchers on a number of these topics.

Data from *Growing Up in Ireland*, the national longitudinal study of children in Ireland commissioned by the **Department of Children and Youth Affairs**, is available to policy makers and researchers, and the emphasis is on making full use of the data for public policy development across all sectors. The study, established in 2006, tracks the development of almost 20,000 children, to study the factors which contribute to or undermine the well-being of children in contemporary Irish families. Growing Up in Ireland datasets are made available to researchers on a confidential and anonymised basis on application.

In 2014, the establishment of the **Child and Family Agency, Tusla**, which brought together over 4,000 staff and a budget of over €600m, represents the most ambitious and comprehensive reform of child protection, early intervention and family support services ever undertaken in the State. The Agency is now fully operational and its mission is "to design and deliver supportive, coordinated and evidenced informed services that strive to ensure positive outcomes for children, families and

communities". In 2017, funding of over €700m is being made available to enable Tusla to prioritise its response to risk associated with vulnerable children and young people not having an allocated social worker, and to build on its capacity as an organisation to manage recruitment for additional staff.

The **Department of Agriculture, Food and the Marine (DAFM)** played a leading role in both the negotiation at EU level of the Common Agricultural Policy (CAP) framework for the period 2014-2020, and in the subsequent implementation of a comprehensive range of measures under the reform package in Ireland. A total of €12.5 billion in CAP and exchequer funding will be spent in support of the agri-food sector in the period to 2020, and the DAFM will continue to build on the foundation laid in the negotiation and implementation process to date. Also, the DAFM led the process to develop *Food Wise 2025*, the strategic plan for the Irish agri-food sector up to 2025 which was launched in 2015.

The **Workplace Relations Act 2015** represents the biggest reforms to the State's employment rights and industrial relations machinery in 70 years. The reforms provide modern and flexible workplace relations institutions including the reduction from five to two employment rights bodies, the Workplace Relations Commission and an expanded Labour Court. 84% of complaints to the WRC are now submitted online with the process less legalistic and more informal to encourage early resolution. Only two e-forms are now used replacing the 44 paper forms that existed previously. Adjudication hearings are held within 22 weeks of complaints being received in 75% of instances and 90% of decisions

by Adjudicators accepted by the parties. The Labour Court now deals with all employment rights and equality cases on appeal.

Within the **Department of Education and Skills**, implementation of a wide-ranging reform programme in higher education is underway. The DCU Institute for Education was established in September 2016 through the consolidation and incorporation of St Patrick's College, Drumcondra, the Mater Dei Institute of Education, the Church of Ireland College of Education and the DCU School of Education Studies.

The Government's **Action Programme for Effective Local Government** – Putting People First (2012) – set out a wide-ranging programme to reform local government structures, functions, funding, governance, and operational arrangements. Reforms

were mainly implemented through the Local Government Reform Act 2014. A core element was structural reorganisation, merging of certain city/county councils, and replacing 80 former town councils by Municipal Districts integrated with county councils through a new, innovative system of governance. Other key reforms included wide-ranging efficiency measures, transfer of enterprise and community development functions to local authorities, introduction of local property tax, and stronger oversight arrangements.

Since 2014, **Irish Water**, working with local authorities acting as agents for the utility, has advanced a single utility approach to delivering water services, replacing the historical model of thirty-four local authorities performing these functions. The utility has made progress in improving drinking water supplies, increasing the spare supply capacity in Dublin

and addressing the problem of high leakage. The daily water supply needs of 210,000 homes had been saved by Q3 2016 through its 'First Fix Free' domestic leakage repair scheme and related customer repairs. In 2016, Irish Water invested €401 million in core infrastructure, addressing as part of this the deficit in wastewater treatment in approximately 40 urban areas. This compares with less than €300 million invested in 2013, the last year that local authorities were responsible for the delivery of capital infrastructure under the Water Services Investment Programme.

The **Central Statistics Office** is implementing a Quality Management Framework (QMF) throughout the Office since the project began in 2013/14. The development of a QMF is an extensive and long-term programme of activities, which will ensure that statistical production





Defence Forces – Air Corps

meets the highest standards as regards quality and efficiency, in the context of increasing and more formal scrutiny of official statistics at international and EU level.

The **Office of Public Works** concluded a Business Transformation project in 2016 and the implementation of an organisational restructuring and renewal process has commenced. This will involve the realignment of governance and operational structures to improve stakeholder and client engagement and enable the Office to demonstrate excellent organisational performance through qualitative and quantitative metrics, targets and results.

Collaborative Working

Following the UK referendum on Brexit, structural changes to the workings of Government were

required to ensure an effective whole-of-Government response to the challenges ahead. A new Cabinet Committee was set up to oversee the overall Government response to Brexit, including both the economic impact and the negotiations at EU level and with the administrations in London and Belfast. Divisions within the **Department of the Taoiseach** were also restructured to ensure that Brexit is treated as a crucial cross-cutting issue, including by creating an amalgamated International, EU and Northern Ireland Division, under a new Second Secretary General. The work of this Division includes supporting the Cabinet Committee on Brexit and the Cabinet Committee on European Affairs.

The **Department of Jobs, Enterprise and Innovation** and the **Department of the**

Taoiseach monitor and report on implementation of the Government's Action Plan for Jobs (APJ) - a multi-annual, cross-governmental approach to support job creation. It works to ensure a whole-of-government approach to communicating Government initiatives and supports in the area of enterprise and employment, including ensuring awareness among small businesses and job-seekers. The Action Plan for Jobs has made a significant contribution to job creation and reducing unemployment with more than 200,000 new jobs created by end 2016. The work has helped deliver close to a 93% compliance rate of actions completed across 16 Departments and 46 Agencies.

The Warmth and Wellbeing initiative is a pilot scheme led by the **Department of Community, Climate Action and the**

Environment, in collaboration with **Department of Health**, the **Sustainable Energy Authority of Ireland**, and the **Health Service Executive** under the Healthy Ireland Initiative. The scheme upgrades the homes of people with chronic respiratory conditions who are living in cold, damp conditions. In doing so, it seeks to achieve energy and climate change policy objectives alongside improvements to public health and health sustainability. The project has led to very strong working relationships and policy understanding between organisations that have not previously worked together. An independent evaluation of the scheme will be conducted in parallel to inform the scope for the wider expansion of the scheme.

The **Department of Social Protection (DSP)** has extended the range of services it provides to other Departments and agencies. This includes a payment service to women who worked in the Magdalen laundries on behalf of the **Department of Justice and Equality**; the administration and payment of the Water Conservation Grant to some 886,000 householders on behalf of the **Department of the Environment, Community and Local Government**; a data sharing web service to support **Student Universal Support Ireland (SUSI)** in processing DSP related student grant applications and a data sharing web service providing means data, payment details and other personal data on an individual basis to **South Dublin County Council**.

The Revenue Commissioners' evolving strategy to tackle fuel fraud has encompassed the tightening of the fuel licensing regime, introduction of a supply chain reporting and monitoring system, the strengthening of

Revenue powers to refuse or revoke licences, and the introduction of a new fuel marker. These measures were backed up by robust enforcement action, which intensified following the introduction of the new marker. Collaboration across the State's enforcement agencies is an important feature of this work. In 2016 Revenue won the Outstanding Collaboration category at the UK Government Counter Fraud Awards for measures targeting fuel fraud.

The Agri-Taxation Review was a joint initiative between the **Department of Agriculture, Food and the Marine** and the **Department of Finance** and was published as part of Budget 2015. The purpose of the Review was to analyse the benefits of the various tax measures to the agriculture sector and the wider economy versus the costs and to ensure that tax policy aligns with agriculture policy objectives. It provides a solid evidence base for continued assistance to the primary agriculture sector through taxation measures, and is a clear strategy with specific policy objectives for the future to increase the mobility and the productive use of land; assist succession and complement wider agriculture policies and schemes.

The **Department of Finance** continued to support the Minister and the Minister for State in relation to International Financial Services, specifically the development and implementation of the IFS2020 Strategy which is led by the Minister for State in his role over Financial Services. Launched in 2015, this 'whole-of-Government approach', covering all relevant Departments and Agencies, has been jointly developed and implemented by the public sector and industry. The Strategy aims to drive the growth and development

of the international financial services sector in Ireland to make it the global location of choice for these specialist activities and build on our existing achievements in this sector of the economy.

The Defence Forces Employment Support Scheme is a joint initiative between the **Department of Defence**, the **Defence Forces**, the **Department of Social Protection** and the **Dublin and Dún Laoghaire Education and Training Board**. The objective of the Scheme is to help develop a path to economic independence for unemployed participants. A successful pilot programme was held in Gormanston Camp between June and August 2016 with 25 participants. Further iterations of the Scheme are being rolled out in 2017.

Innovation 2020, Ireland's cross Government strategy for research and development, science and technology, was launched in December 2015. Implementation of this initiative is being driven by a cross Government Implementation Group chaired by the **Department of Jobs, Enterprise & Innovation** which includes all research funders and relevant Government Departments. Innovation 2020 was awarded an Innovation Luminary Award in June 2017 by the EU's Open Innovation Strategy and Policy Group, which unites industrial groups, academia, governments, and private individuals to support policies for open innovation at the European Commission.

In 2014, **Local Community Development Committees (LCDCs)** were established in all local authorities to improve coordination and planning of public funded local community programmes. This is primarily achieved via the community

element of the county's/city's Local Economic and Community Plan. Plans have been adopted in all local authorities since mid-2016 and comprise more than 4,000 integrated actions promoting the economic and community development of their respective areas. The community elements of the Plans reflect local priorities and contain actions to be delivered jointly by LCDC members and other local development bodies. Since their introduction the new arrangements have strengthened local inter-agency working, reducing duplication of effort and improving the targeting of public funding.

Better Outcomes, Brighter Futures: The National Policy Framework for Children and Young People (2014-2020) is the first overarching national policy framework for children and young people (aged 0-24 years), developed and led by

the Minister for Children and Youth Affairs on behalf of the Government. The purpose of this framework is to develop and implement policies and services for children and young people across 163 policy commitments. The aim is to progress these commitments using an integrated and evidence-informed approach to working across Government. A key element is the support of cross-sectoral priorities identified and led by sponsor Departments: the **Department of Children and Youth Affairs**, the **Department of Education and Skills**, the **Department of Health**, the **Department of Social Protection** and the **Department of Housing, Planning Community and Local Government**.

Chaired by the **Office of Public Works**, the **Shannon Flood Risk State Agency Co-ordination Working Group** was established in January 2016. This Group is

building on the existing work and commitment of all the State Agencies involved in flood risk and comprises all relevant State agencies, local authorities and organisations involved with the river. A Government Decision in January 2016 agreed to the establishment of a new **National Flood Forecasting and Warning Service**. A first stage implementation of the service involves the establishment of a National Flood Forecasting Service as a new operational unit within **Met Éireann** and establishment of an independent Oversight Unit within the **OPW**. The service will deal with flood forecasting from fluvial (river) and coastal sources. When fully established it will involve the issuing of flood forecasts and general alerts.

Since 2016, the **Property Registration Authority (PRA)** has strengthened its engagement with public service customers, including



DFAT Irish Aid Our World Awards regional final

through projects to improve the level and quality of property registration for **Local Authorities**. Similar projects for **Education and Training Boards** and the **Housing and Sustainable Communities Agency** are underway also. Members of the PRA team have assisted the **Department of Housing, Planning, Local Government and Community** (Rebuilding Ireland initiative), the **OPW, Irish Water** and all **Local Authorities** by delivering bespoke information sessions advising on all aspects of mapping and property registration.

The **Department of the Taoiseach** was responsible for co-ordinating the 2016 Centenary State Commemoration programme – a cross-government commitment to ensuring that 2016 was a year of rich and diverse activities to mark the Centenary of 2016. The scale and depth of the programme was unprecedented and it engaged our citizens at home and abroad in an exceptional way, with tangible benefits experienced at community and national level. In addition, the Department took the lead in the organisation of a number of State ceremonial events, including the main centenary event – the Easter Sunday Ceremony at the GPO – and the Easter Sunday State Reception in Dublin Castle.

Organisational Capability Initiatives

Action 20 in the Civil Service Renewal Plan provides for the development of a programme of **Organisational Capability Reviews**. The objective of the reviews is to assess how well Government Departments are equipped to develop and deliver policy and strategies to meet today's delivery objectives and future challenges and to recommend practical actions to improve this on a phased basis. The model for the reviews was developed in 2015 and the new programme of Organisational Capability Reviews commenced in mid- 2016 with a pilot review of the Department of Transport, Tourism & Sport. It is intended that all Government Departments will be reviewed over the next 5 years.

The **Defence Forces** provides support to **Enterprise Ireland**-supported companies, including the evaluation of technology research and innovation, provision of information on military requirements. The Defence Forces considered views on trends in specific capability development requirements, for projects which contribute to the development and enhancement of Defence Forces domestic and overseas capabilities. The Defence Forces are currently involved in three Horizon 2020 projects as consortium members. The Irish Naval Service is also involved with and supporting IMERC (Irish Maritime and Energy Resource Cluster) in a number research collaborations which will contribute to Naval Service capabilities.

The **Criminal Justice Strategic Committee** was established in 2015 to enhance the overall efficiency and effectiveness of the criminal justice sector through better collaboration on shared policy and operational goals. The Committee is chaired by the Secretary General of the Department of Justice and Equality and includes the **Garda Commissioner**, and the Heads of the **Courts Service, Irish Prison Service, Probation Service, Legal Aid Board, Forensic Science Ireland** and **Policing Authority**. The **Director of Public Prosecutions** also attends.

Interagency co-operation has also been advanced through the development and implementation of joint strategies such as the **Joint Probation Service** and **Irish Prison Service Strategy** and an integrated approach to offender management and rehabilitation. One example is the Community Return Programme in which there has been a 90% compliance rate to date with the conditions imposed on participants.

The **Joint Agency Response to Crime** (J-ARC), established in 2015, aims to provide a strengthened and visible inter-agency approach in the management of a range of identified prolific and high impact offenders to reduce offending, thereby increasing community safety. The initiative is led by the **Department of Justice and Equality** and involves **An Garda Síochána, the Probation Service** and the **Irish Prison Service**.



Dun Laoghaire Lexicon Library

4.4 Delivery of Reform

Key objective from the Public Service Reform Plan 2014-16:

To ensure that the commitments to Public Service Reform in the Reform Plan are implemented in the timeframe envisaged and the planned benefits realised

Governance

The delivery of the ambitious reforms set out in the Public Service Reform Plan 2014-16 required a strong emphasis on implementation, including effective programme management and governance arrangements, both centrally and within each of the main sectors. Since the Reform Plan was published in 2014, this has been led by the Cabinet Committee on Social Policy and Public Service Reform.

Progress on the implementation of the cross-cutting actions in the Public Service Reform Plan is overseen and coordinated by the Reform and Delivery Office (RDO) in the **Department of**

Public Expenditure and Reform, with quarterly reporting on all 227 actions. The RDO also supports the central governance model that leads the implementation of the reform programme, and includes the Reform and Innovation Network.

In addition, each of the four main sectors of Health, Education and Training, Local Government and Justice have established their own sector specific governance and programme management structures. These structures, which vary according to the requirements and characteristics of the sector, have been effective in driving and supporting the delivery of a joined-up approach to reform at sectoral level.

As outlined earlier, the Civil Service Management Board has overall responsibility for the implementation of the Civil Service Renewal Plan. In addition, an Accountability Board has been established, which includes independent external members who bring an external perspective to strengthening accountability and performance across the Civil Service.

Planning and Reporting

Integrated Reform Delivery Plans for 2014, 2015 and 2016 were completed by all Departments and major Offices. These plans set out how those organisations would implement the cross-cutting reforms set out in the Public Service Reform Plan, alongside sector-specific reforms and actions under the Haddington Road / Lansdowne Road Agreements as well as, more recently, Civil Service Renewal Actions. The main sectors

typically reported on progress on the implementation of these plans at the end of each quarter, while all other Departments and major Offices reported on progress every six months.

Capacity Building

A key component of the work of the Reform and Delivery Office is the provision of support on key reform themes to civil and public servants. This includes training programmes, an online portal hosting guidance and educational resources, and advice on the delivery and implementation of reform initiatives.

Over the course of 2015/2016, the Reform and Delivery Office organised a number of training programmes in key reform topics, including change management, use of plain language, service design and external service delivery for staff involved in the delivery and implementation of Public Service Reform initiatives. For example, around 260 middle and senior managers from the public service leading in the delivery of reform attended a tailored two-day change management course.

In 2016 the RDO commenced a pilot initiative to develop case studies on Public Service Reform. This was in partnership with a small number of Government Departments and academic institutions. The case studies are intended to increase awareness of the significant progress we have achieved in reforming our Public Service and create valuable, freely accessible learning resources on reform. The pilot case studies are due for publication in July 2017 and further case studies are planned.

Additionally, the Alternative Models of Service Delivery Unit in the Department supports public servants across Government

to build organisational capacity and capability around the use of alternative models of service delivery. Specially tailored training interventions have been provided to more than 300 public servants involved in contract management, service design and implementation. The Unit also publishes resources and tools to assist public servants in understanding and using alternative models of service delivery in the performance of their duties.

A Quality and Capacity Building Initiative (QCBI) is being undertaken by the **Department of Children and Youth Affairs** which aims to achieve systems change in developing a coordinated approach to enhance capacity, knowledge and quality in prevention and early intervention for children, young people and families. This involves an innovative and evidence-based means of cross-Government working. In essence, the QCBI will ensure that key groups working with children, young people and families know what works, how it works and will provide an evidence supported approach to apply to this work.

The **Civil Service Renewal** action on improving project management capacity is supporting the development of project management across the civil and public service. Progress to date includes the establishment of a Project Management Leaders and Advisory Service; establishment of a Project Managers' Network for civil and public servants; the development and publication of a standard project management approach for use across the Civil Service; the development of an on-line portal to act as a resource for project management across the public service and, the specification for the Project Management Foundation Training

Course which will be available to civil servants through the Learning and Development shared model. An example of the roll out of project management in the wider public service is the comprehensive and systemised use of a project management framework by joint Civil/Military project teams to deliver on Defence White Paper commitments.

Quality Customer Service Officers' Network

The Quality Customer Service (QCS) Officers' Network is supported by the Reform and Delivery Office in the **Department of Public Expenditure and Reform**. The role of the Network is to coordinate and improve customer service and customer engagement across the Civil and Public Service. Membership of the Network includes representatives from all Government Departments and Offices. It meets quarterly to discuss items of interest and share best practice on all aspects of Customer Service.

The Network has undertaken valuable work across a number of areas including equality and diversity, the importance of using plain language in dealing with customers, the effective use of online services and social media, disability, customer surveys (and other means of engagement), and accessibility. The Network is also a valuable channel for promoting innovation at local level within the Civil Service. The fourth meeting each year takes the form of a Customer Service Conference, open to all Public Servants.

OECD Assessment

In 2016, the Government engaged the Organisation for Economic Co-operation and Development (OECD) to review Ireland's Public Service Reform Plan 2014-16. The OECD is the leading international organisation advising governments on best practice in public administration and public governance. This decision was consistent with the Government's commitment in the Public Service Reform Plans to a culture of evaluation, evidence-based policy making, lesson-learning and continuous improvement.

As input into their assessment, the OECD assessed the regular reporting on the implementation of the 227 actions of the Reform Plan, along with responses to a questionnaire. They also reviewed the Integrated Reform Delivery Plans (IRDPs) from each Department and Office as well as the regular reporting on the

implementation of the IRDPs. A high-level OECD team conducted a 3-day research visit to Ireland in March 2017 and had more than 25 meetings and events with key stakeholders from the civil and public service as well as external experts.

The OECD assessment will be published in July 2017. Its analysis and insights into both the achievements of the Reform Plan as well as areas where more work is needed will be reflected and taken forward in the next phase of reform: *Our Public Service 2020 - Development and Innovation Framework*.



Presentation of the National Flag and copy of the 1916 Proclamation by the Defence Forces



Conclusion

Sky Road, Clifden, Co Galway © Fáilte Ireland

This is the fifth progress report on Public Service reform published since 2011 and the third and final report on the Public Service Reform Plan 2014-16. These reports outline the significant progress made in implementing the Public Service Reform programme since the first Public Service Reform Plan issued in late 2011.

The overarching aim of the Public Service Reform Plan 2014-16 was to deliver better outcomes for the citizen, communities and businesses. This report has focused on setting out just some of the progress on the implementation of the cross-cutting reform actions from the Public Service Reform Plan 2014-16. The report complements this with examples of reforms at organisational and sectoral level that reflect key themes of the Reform Plan.

Building on progress to date, it will be important to maintain a strong focus on Public Service Reform over the coming years, so that ongoing change and continuous improvement become the norm across all sectors. The reform programme continues to be further embedded and some major reforms are still in set-up or roll-out phase, or have yet to deliver the full range of planned benefits, in line with the normal lifecycle of major reform projects and programmes.

Reform of the Public Service will continue to be a priority in 2017 and beyond. With that in mind a new phase of reform is being shaped around development and continuous improvement in our public services. *Our Public Service 2020 - Development and Innovation Framework*, will take a new approach with a strong focus on promoting innovation in the design and delivery of public services in

Ireland. This new phase will take into account findings of the OECD Assessment of the 2014-16 Plan and will ensure that the whole Irish Public Service builds on and learns from the experience of the Public Service Reform Plan 2014-2016.

This appendix includes tables showing a final update on each of the 227 actions in the Public Service Reform Plan 2014-16.

Each action has been assigned a RAG status which reflects progress made under the Public Service Reform Plan 2014-16 as follows:

RED if there has been no tangible progress on the action to date or if progress is more than one quarter behind schedule;	AMBER if the delivery of the action is substantially underway but is not likely to meet its specific target date (no more than one quarter behind schedule);	GREEN if the action has already been achieved, or is underway and currently on time for delivery in accordance with the Plan; and	BLUE if the action has been completed.
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Actions are presented as originally published in the Public Service Reform Plan 2014-16. The order differs slightly to the presentation of material in the main body of this progress report.

Appendix

1.1 Alternative Models of Service Delivery

Ref. No.	Action	Start - End Dates	Summary of Progress	Status (RAG)
1.1.1 Enhance the capacity and capability of the Public Service to design, source and manage public services in partnership with alternative providers				
i	Build a team of managed service procurement specialists – focusing on how to execute the procurement aspect of the end-to-end External Service Delivery process within the Office of Government Procurement	Q1 2014 - Q2 2014	This was completed in Q1 2015	Complete
ii	Up-skill Public Service managers in the execution of end-to-end outsourcing	Q1 2014 - Ongoing	Introductory ESD Training courses were run every quarter in 2014 and three times in 2015 with 15-20 participants in each. A third iteration of the ESD Handbook has been published, along with a first version of an ESD Introductory Booklet. An online learning tool for ESD has been procured and rolled out. Four short, in-depth ESD courses have been designed and 12 advanced modules were delivered in 2015 and 16 were delivered in 2016. A qualitative review was undertaken of all training provided since 2013 in 2016 with very positive headline results	Complete
iii	Develop a decision making framework for the planning, design, delivery and management of services	Q1 2014 - Q2 2015	The third version of the ESD Handbook includes a Decision Making Framework	Complete
1.1.2 Address any barriers to alternative service delivery models				
i	The regulatory framework will be aligned so as to suit greater adoption of alternative service delivery models, as appropriate	Q1 2014 - Q4 2015	Draft proposals have been developed on VAT and Pensions. The work into VAT is on hold until an EU Commission Review into VAT on Government Outsourcing is published in 2016. Exploratory meetings on Pension rights transfer were held in late 2015 and early 2016. A proposal was completed but was not considered to be implementable by the Department's Pensions Policy Unit	Complete
1.1.3 Embed alternative service delivery strategy into the overall aims of Public Service reform				
i	Embed overall external service delivery strategy into public bodies' Integrated Reform Delivery Plans and with cross-cutting reform initiatives in the areas of procurement, digitalisation, shared services and property asset management	Q1 2014 - Q1 2015	ESD Plans have been delivered and published by all Sectors, Departments and major Offices. The overall Integrated Reform Delivery Plans reporting process is used to report on the actions in these Plans	Complete
ii	Each Department, as part of the forthcoming Comprehensive Review of Expenditure, will develop proposals for allocating existing resources on a more competitive process	Q1 2014 - Q3 2014	The CRE documents from Departments were reviewed to monitor proposals for allocating resources on a more competitive process	Complete

Ref. No.	Action	Start - End Dates	Summary of Progress	Status (RAG)
1.1.4	Deliver better and more cost effective public services through greater use of alternative service delivery			
i	All Departments and major Offices that have not already done so will prepare detailed benefits-driven external service delivery plans and submit them to Government	Ongoing - Q1 2015	All remaining Departments have submitted their plans to Government and they have also been published on the PER website	Complete
ii	The external service delivery plans prepared by each Department, Office and Sector will be updated and submitted to Government on an annual basis	Q1 2014 - Ongoing	Reporting procedures for ESD plans have been incorporated into an Integrated Reform Delivery Plans reporting tool to ensure that regular and adequate reporting is in place. Sectors are required to report more regularly than the other Departments and Offices	Complete
iii	Business cases for a number of cross-Departmental alternative service delivery projects will be advanced in the areas of:			
	(a) Debt Management	Ongoing - Q2 2016	The Debt Management Implementation Project Final Report was submitted to Government and published in October. The report details improvements in collection rates in a number of in-scope Bodies and includes collection targets and implementation measures for 2016, 2017 and 2018. A Best Practice Guide to debt management and debt collection will be made available to all Public Service Bodies in Q1 2017	Complete
	(b) Medical Assessments	Q1 2014 - Q4 2014	Due to resource constraints and limited interest from affected Departments, work was not progressed in this area	Red
1.1.5	Make greater use of more innovative models of service delivery			
i	Pilots will be implemented using new service delivery structures, such as employee mutual and joint ventures, once thorough business cases confirm their value. The Public Service will aim to work with the voluntary sector and social enterprises, whose profits are reinvested for social purposes, as well as the private sector	Q1 2014 - Q4 2016	<p>A programme of consultation concerning the manner in which the State funds the Community and Voluntary Sector was completed in early 2016. A guidance document on Commissioning is being finalised in 2017 between the Reform Office and the Expenditure function of the Department</p> <p>DPER has invested in Benefacts, a social enterprise, to collate, classify, digitise and amplify all regulatory data on all not-for-profits in Ireland. The website was launched in April 2016</p> <p>DPER began a piloting programme of alternative models of service delivery using robotic process automation/business process automation in 2016. This new delivery mechanism is being tested in four Civil Service organisations. The Department is also co-sponsoring a piloting programme using this innovative delivery model in Limerick Council</p>	Green
1.1.6	Social Impact Investing			
i	<p>Progress a social impact investing pilot project for homeless families in the Dublin region, which will involve:</p> <ul style="list-style-type: none"> • seeking private sector investment partners to provide long term sustainable, stable homes for 136 homeless families in the Dublin region; • sourcing appropriate accommodation; • providing intensive support to help such households settle into their new accommodation and integrate into the local community and sustain their new tenancies 	Ongoing - Q4 2015	Project ended Q3 2015. By early-2015, almost the full cohort of 136 identified families had been homed in appropriate accommodation, with additional and on-going support in their new tenancies being provided by Focus Ireland. As this was achieved without the private sector investment it was decided to cease the pilot project	Complete

1.2 Digital Government

Ref. No.	Action	Start - End Dates	Summary of Progress	Status (RAG)
1.2.1 Develop ICT Strategy				
i	Develop an ICT Strategy for the Public Service in collaboration with the Public Service Chief Information Officer Council	Q1 2014 - Q2 2014	The ICT Strategy was completed in Q4 2014 and was published in January 2015 following approval by Government. There are five pillars to the Strategy - Build to Share, Digital First, Data as An Enabler, Improve Governance and Enhance Capability	Complete
ii	Develop a Strategic Implementation Plan for the ICT Strategy in consultation with the CIO Council and other key stakeholders.	Q2 2015 - Q3 2015	Following a programme of extensive consultation by the Government CIO, including with the Civil Service Management Board and Heads of ICT and CIOs of Departments and Agencies, an 18 Step Action Plan has been developed to drive the next stage of the ICT Strategy Implementation over the coming years. Five working groups have been set up, chaired by members of the newly established ICT Advisory Board, to support the G-CIO with progressing the Action Plan through 2017	Green
1.2.2 Build to Share				
i	Identify and deliver services, infrastructure and technology platforms that are common across Public Bodies	Q1 2015 - Q4 2016	<p>Build to Share comprises three elements, Government Networks, Applications and Government Cloud Infrastructure; Latest update below.</p> <ul style="list-style-type: none"> • BTS Government Cloud Infrastructure Build of initial Proof of Concept (POC) Government Cloud infrastructure advanced with the POC users on-boarding in Q1 2017. 18 Step Action Plan Working group established to consider the approach to data centres by Public Service and an appropriate approach to take forward the delivery of shared, common infrastructural services across Government • BTS Government Networks A rolling implementation programme is underway to Public Service Bodies country-wide; offices in 50 towns and cities around the country are connected to the high-speed, resilient and robust GN service • BTS Applications 18 Step Action Plan Working group established to progress the Applications Programme. The process of on-boarding all Departments to the Government Cloud Platform is well underway, with 11 Departments on-boarded. The eSubmissions application is live or in pilot in 9 Departments. The ePQ application is live in 6 Departments. eCorrespondence development complete; testing and initial pilot implementation underway in D/Taoiseach; other Departments to follow during 2017 	Green
1.2.3 Digital First				
i	Work closely with Public Bodies to identify and drive the delivery of suitable digital services to provide better online access for citizens and businesses	Q1 2015 - Q4 2016	A Working group has been established as part of the 18 Step Action Plan to progress the work under the Digital First pillar. As part of the build of a prototype Government Services Access Gateway a review has commenced of digital services currently available to present in a more user-friendly fashion to customers	Green

Ref. No.	Action	Start - End Dates	Summary of Progress	Status (RAG)
1.2.4	Data as an Enabler			
i	Prepare Heads of a new Data Sharing and Governance Bill designed to deliver improved digital transactional services	Q1 2014 - Q3 2014	Complete. The General Scheme has been agreed by Government	Green
ii	Establish an Open Data Board and Steering and Implementation Group, and develop an Open Data portal	Ongoing - Q2 2014	<p>An Open Data Governance Board (ODGB) has been established to provide strategic leadership and governance in line with best international practice in the area of Open Data. It is tasked with considering how to improve the capacity and capability of public bodies in implementing Open Data, and considering opportunities to maximise the value of public sector data and information for long-term economic, social and democratic benefits. The ODGB will make recommendations to Government in this regard. The ODGB has met throughout 2016 and is currently engaged in reviewing the draft open data strategy for launch in 2017. Key stakeholders from business, research community, public bodies, library/information services and civil society were invited to ODGB meetings in 2016 to share views</p> <p>A Public Bodies Working Group (PBWG) provides technical advice to support the Open Data Initiative. A key output of the PBWG was the Technical Framework (https://data.gov.ie/technical-framework)</p> <p>The Open Data portal, data.gov.ie, provides access to official data in open format. The portal was originally launched in July 2014 and has been significantly enhanced since then. The portal currently links to over 4700 datasets from 94 publishers. The Portal includes a showcase feature and suggest a dataset option</p>	Green
iii	Deliver improved access to geo-spatial information for public services, businesses and citizens by developing a National Spatial Data Strategy and National Mapping Agreement	Q1 2014 - Q4 2014	<p>A Memorandum for the Information of the Government – National Geospatial Strategy – was presented to the Cabinet on the 8 December 2015 by the Minister for Public Expenditure & Reform. A draft National Geospatial Strategy was completed by the end of 2016 and delivered to the Department of Public Expenditure and Reform for consideration. It has been agreed that the draft National Geospatial Strategy will now be incorporated into the overarching National Data Infrastructure (NDI) strategy being developed by the Office of the Government Chief Information Officer (OSCIO)</p> <p>The development of a National Mapping Agreement is complete, with the agreement being operational since the 1 January 2017 following Government agreement to its implementation with a Memorandum for the Government - National Mapping Agreement - on the 6 December 2016</p>	Green
iv	Improve the outcomes of existing and new public services through the increased exploitation of emerging big data analytics	Q1 2014 - Q4 2016	A Working Group has been established as part of the 18 Step Action Plan to progress effective use of data by the Public Service. Work is underway to identify a pilot project to showcase our capability in this area during 2017	Green
v	Deliver a range of new public service applications based on the Single Customer View	Q1 2014 - Q4 2016	The PSI Lookup application was delivered in Q3 2015. A real time machine to machine interface was added to the Single Customer View suite of applications in Q3 2015 to support real-time interchange of identity data to streamline and improve citizen identification processes	Complete

Ref. No.	Action	Start - End Dates	Summary of Progress	Status (RAG)
1.2.5	Improve Governance			
i	Work closely with Departments and Offices to ensure alignment with other policies, reduce risk and support unification	Q1 2015 - Q4 2016	Addressed by 18 Step Action Plan and the establishment of the ICT Advisory Board and the work of the Working Groups	Green
ii	Ensure that ICT Projects are aligned, directed and monitored to support the specific goals and objectives of Public Bodies at a whole-of-Government level	Q2 2015 - Q4 2016	This is addressed through the 18 Step Action Plan, the establishment of an ICT Advisory Board and related working groups, and the establishment of a Programme Office. In addition, Circular 2/16 - Arrangements for Digital and ICT-related Expenditure in the Civil and Public Service - requires organisations to demonstrate how their plans align with the pillars of the PS ICT Strategy in order for new projects to be approved	Green
1.2.6	Increase Capability			
i	Ensure that the necessary resource levels and skillsets are available to Public Bodies through targeted recruitment and succession planning to meet the future ICT needs of the Public Service	Q1 2015 - Q4 2016	Working group established as part of the 18 Step Action Plan to progress professionalisation of ICT. Work is underway by the group which includes CS HR Policy Unit, to address the challenges of recruitment, retention, mobility, skills development and professionalisation	Green
1.2.7	Public Services Card			
i	Improve access to public services through the continued roll-out of the Public Services Card (PSC) by the Department of Social Protection	Ongoing - Q4 2016	Access to public services continues to be improved for all people living within the State through the continued roll-out of the Public Services Card (PSC) by the Department of Social Protection. The card enables individuals to access public services more efficiently, reduce the possibility of theft, forgery and fraud and preserves personal privacy to the maximum extent possible. Over 2.2 million PSCs have issued to date	Amber
ii	Increase the exploitation of the PSC infrastructure across other appropriate services to reduce transactional costs	Q1 2014 - Q4 2016	As approved by the Civil Service Management Board, the implementation and policy group has been formed, co-chaired by DSP and OGCI0, and is progressing the programme of work, in particular engaging with Departments and offices around use of the PSC. Also supported by the Digital Working group progressing the 18 Step Action Plan	Green

1.3 Improving customer experience

Ref. No.	Action	Start - End Dates	Summary of Progress	Status (RAG)
1.3.1	Identify customer improvements to be implemented at organisational level, as this is where most customer interaction takes place			
i	Use annual Departmental Integrated Reform Delivery Plans (IRDPs) to identify customer service improvements at organisational level. Some examples of the many improvements set out in current IRDPs include the following:	Ongoing - Ongoing	This commitment is the responsibility of all Secretaries General and the IRDPs which have been completed by all Departments and major Offices set out a significant range of customer service improvements. These are reported on by Departments in the context of overall IRDP reporting. Departments and major Offices have submitted IRDPs for 2016. Q4 Progress Reports have been returned and are being finalised	Green
	(a) The Department of Social Protection's Intreo offices will be further developed to provide a more streamlined approach to its customers, offering practical, tailored employment services and supports for both jobseekers and employers	Ongoing - Ongoing	All 60 Intreo offices providing one-stop shop employment services are now operational	Complete
	(b) The Child and Family Agency (CFA) will have service responsibility for child welfare and protection services currently operated by the HSE	Q1 2014 - Ongoing	Tusla, the Child and Family Agency was established on 1 January 2014 and is now the dedicated State Agency responsible for improving wellbeing and outcomes for children. It represents the most comprehensive reform of child protection, early intervention and family support services ever undertaken in Ireland. It is an ambitious move which brings together some 4,000 staff and an operational budget of over €600 million	Complete
	(c) The creation of Irish Water will enable a greater focus on the single integrated delivery of water and waste water services to the citizens of Ireland	Ongoing - Ongoing	<p>The Water Services (No. 2) Act 2013 was enacted on 25 December 2013 and the functions of the 34 water services authorities were transferred to Irish Water by order on 1 January 2014. In accordance with the provisions of the Act, each of the then 34 local authorities entered into a service level agreement with Irish Water for a 12-year period. The transfer of all of the water services assets and related liabilities to Irish Water by Ministerial orders commenced in 2015 and will continue in 2017. Extensive work has been carried out to identify the assets and provide the necessary information to facilitate the transfers. Approximately 1,200 assets have been transferred to date</p> <p>The Water Services Act 2016 provided for the suspension of domestic water charges for a period of nine months to allow for the establishment of an expert commission to consider and make recommendations on the long term funding of domestic public water services. The Commission's recommendations are being considered by a special Oireachtas committee and, ultimately, the Oireachtas will determine the enduring funding model for domestic services into the future. The Water Conservation Grant scheme is currently suspended</p> <p>As Irish Water is now responsible for national investment in water services infrastructure, it has put in place a national Water Services Strategic plan with a 25 year time horizon. Irish Water's business plan for 2014-2021 demonstrates how the strategic plan objectives will be delivered in the immediate period ahead. The business plan contains important goals in the areas of: operational and capital expenditure savings; eliminating the risk of drinking water contamination; the lifting of boil water notices; reduced leakage; the ending of discharge of untreated wastewater at 44 urban locations; and increased water supply capacity. In 2016, Irish Water began the processes of transferring non-domestic customer billing systems from local authorities to Irish Water. By the end of 2016, 24 of 27 billing systems had been migrated to Irish Water</p>	Green

Ref. No.	Action	Start - End Dates	Summary of Progress	Status (RAG)
	(d) All second level schools will have 100 Mbps broadband installed by the end of 2014 with 216 schools being connected in 2013	Ongoing - Q4 2014	<p>The roll-out of high-speed (100Mbps) broadband to all post-primary schools has been completed after the final 269 schools were connected in 2014. This brings to a close the third and final stage of this nationwide programme</p> <p>The project has been realised through a successful collaboration between the Department of Communications, Energy and Natural Resources (DCENR) and the Department of Education and Skills (DES). It was installed, and is being maintained, by HEAnet</p>	Complete
	(e) The new Local Government Portal "localgov.ie" will facilitate one stop shop access for all citizens to all local authority services	Ongoing - Ongoing	<p>The Local Government Portal was successfully implemented in July 2014 and is utilised as the platform for the implementation of the Building Control Management System, which went live on 1 March 2014</p> <p>The Portal is an evolving platform. The next stage of development of the Portal will include interactive mapping which will display a countrywide set of local government services</p>	Green
	(f) The Department of Jobs, Enterprise and Innovation's reform of the State's workplace IR services and structures will simplify the workplace relations landscape and improve accessibility and information for service users	Ongoing - Ongoing	<p>The Workplace Relations Act 2015 was signed into law on 8 June 2015 and the Act commenced on 1 October 2015</p> <p>The reform of employment rights and industrial relations bodies is a major piece of public service reform and will see the existing five employment rights bodies merged into two bodies:</p> <ul style="list-style-type: none"> • The Workplace Relations Commission will deal with all cases at first instance • The Labour Court will deal with all cases on appeal <p>Through the better use of technology and shared services, the cost of running these bodies will be reduced through staff reductions, eliminating duplication and centralising administration and case management services. This rationalisation will deliver a much better service to the end users, both employers and employees, and at a reduced cost to the State. This move forms part of a broader programme of reform being put in place across the Department of Jobs, Enterprise and Innovation, which will see the total number of agencies reduced by 40</p>	Complete
	(g) Implementation of the new Postcodes system that will help emergency, postal and other service providers (including online services) to locate all households	Q1 2014 - Q2 2015	<p>The postcodes system 'Eircode' was formally launched on 13 July 2015 when a unique new online tool, the Eircode Finder, was also unveiled. This online search tool allows members of the public to use their PCs, tablets or smart phones to look up an address to find its unique Eircode. The Eircode Finder also contains a useful map that helps identify addresses quickly and easily</p>	Complete

Ref. No.	Action	Start - End Dates	Summary of Progress	Status (RAG)
	(h) New Local Enterprise Offices will provide “first-stop-shops” for the micro-enterprise and small business sector to avail of enterprise support services, other direct business supports and co-ordinated access to other services for business	Q2 2014 - Ongoing	<p>The relevant legislation, the County Enterprise Boards (Dissolution) Bill, 2013 was enacted in April 2014. The CEBs were legally dissolved on 15 April 2014 and the 31 Local Enterprise Offices were established and open for business on the same day</p> <p>Having established the LEOs as the first stop shop to promote business development and job creation, to nurture entrepreneurship and innovation and to deliver high quality, accessible supports, advice and guidance at local level for micro and small businesses the Department is now focussed on ensuring that the LEOs become further embedded in this role</p> <p>In particular, the Department is working with the LEOs in developing annual robust Local Enterprise Development Plans which will set out the strategic objectives for each LEO as well as actions and initiatives with key metrics/ targets. The Department will support and facilitate the LEOs in deepening their working relationship and interaction with Enterprise Ireland and the Local Authorities</p>	Green
ii	Organise an annual Quality Customer Service conference to share best practice and provide networking opportunities for customer service officers across the Public Service	Q1 2014 - Q4 2016	<p>A Quality Customer Service conference, attended by around 120 public servants took place on 9 December 2016. This annual conference always proves popular and a wide range of interesting presentations were given on customer service initiatives from across the Public Service</p> <p>A full day Public Service Reform conference took place in Dublin Castle on 21 July 2016 and was attended by over 350 public servants. This conference included a number of stands on customer service improvements</p>	Complete
iii	Promote the provision of customer service training for key frontline staff in all public bodies	Q1 2014 - Q4 2016	<p>This commitment is the responsibility of all Secretaries General. The Reform and Delivery Office sought information on the provision of such training from Departmental QCS Officers via an online survey. Almost two thirds of those who responded indicated that customer service training is provided for frontline staff. The RDO will continue to promote training for frontline staff both centrally and through the QCS Officers’ Network</p>	Complete
1.3.2 Strengthen the effectiveness and quality of Customer Charters				
i	Assess quality of customer charters in the Civil Service	Q2 2014 - Q3 2014	<p>A report on the findings of the assessment of Civil Service Customer Charters (undertaken by the Reform and Delivery Office) was completed during 2014. Following sign off from the Quality Customer Service Officers Network, it was published on the Reform Office portal and the DPER website</p>	Complete
ii	Promote the further roll-out of Customer Charter Initiative to Bodies/Agencies	Q2 2014 - Ongoing	<p>This is being done on an ongoing basis in the context of following up on the review of Customer Charters (above) and further communications with QCS Officers took place in Q2 2016. It is also being addressed through the Revised Code of Practice for the Governance of State Agencies, which includes a reference to the need for all public bodies to have in place a Customer Charter, as well as details of the process involved</p>	Green
iii	Ensure that Departments / Offices develop ambitious customer charters and accompanying customer service improvement action plans	Q3 2014 - Ongoing	<p>This was done in the context of the review of Customer Charters (above) and is an ongoing focus of the QCS Officers’ Network. Overall, the quality of Customer Charters and Customer Action Plans in Departments and Offices is of a high standard and the process is general well understood and followed</p>	Green

Ref. No.	Action	Start - End Dates	Summary of Progress	Status (RAG)
1.3.3 Improve the accessibility of information for the citizen				
i	Continue to centrally promote the benefits of the use of plain language including through guidelines, training and other supports	Q1 2014 - Q2 2016	Plain Language training was sourced from the National Adult Literacy Agency and four pilot training sessions for staff across a number of Departments/Offices took place in 2014, 2015 and in Q1 2016. Departments/Offices are also encouraged to follow this up with their own training initiatives and a number have done so. A new Plain English Style Guide for the Public Service was published in September 2016. This guide is available via the RDO Portal www.reformoffice.per.gov.ie	Complete
ii	All Public Bodies should commit, including in their Customer Charters, to making information more accessible to the citizen and particularly to maximising the use of plain language in letters, applications forms, information leaflets etc.	Q1 2014 - Ongoing	This was addressed through the report and presentation on the review of Customer Charters and the promotion of plain language training	Complete
1.3.4 Improve levels of engagement with citizens				
i	Commission, deliver and disseminate the results of a 2014 Civil Service customer satisfaction survey	Q2 2014 - Q4 2014	The Department published the results of a Civil Service Customer Satisfaction Survey 2015 in May 2015. The survey was commissioned by the Reform and Delivery Office in Q4 2014, and was undertaken by Ipsos MRBI. The purpose of the survey was to ascertain satisfaction levels with services received, as well as more general perceptions of, and attitudes to, the Civil Service. The results of the survey will help inform ongoing developments in service delivery across Government Departments and Offices. The 2017 CS Customer Satisfaction Survey is ongoing at present with anticipated publication in April 2017	Complete
ii	Undertake organisational level surveys of customers at least once every two years	Q1 2014 - Ongoing	Departments and Offices are encouraged to undertake surveys of their customers every two years and the Reform and Delivery Office has gathered some data on this from the QCS Officers' Network. Members are reminded of their responsibility regularly at meetings of the Network	Green
iii	Increase the level of customer engagement through a range of mechanisms including the use of social media, mobile access devices, focus / user groups, surveys, meetings/seminars and consultation processes	Q1 2014 - Ongoing	Departments and Offices are being encouraged to improve levels of customer engagement and the Reform and Delivery Office discusses best practice engagement with the QCS Officers' Network on a regular basis including through an Annual QCS Seminar	Green
1.3.5 Standard Bank Account				
i	Roll-out of standard bank account nationally to improve financial services for service users without a typical bank account	Q2 2014 - Q3 2014	Access to payment accounts with basic features is enabled by the transposition of the Payment Accounts Directive. The Directive was transposed into Irish law by the European Union (Payment Accounts) Regulations on 18 September 2016. A key element of the Directive is facilitating consumer access to payment accounts with basic features for reasonable fees. The Department of Finance is currently assessing the requirements in the Directive to raise public awareness of access to payment accounts with basic features	Green

2.1 Cost of the Public Service and Productivity

Ref. No.	Action	Start - End Dates	Summary of Progress	Status (RAG)
2.1.1 Public Service Numbers				
i	Develop and agree a delegated staff resource framework for the Civil Service for the post 2014 period	Q1 2014 - Q1 2015	Broad framework/approach developed and noted by Government in April 2014	Complete
ii	Develop and agree a delegated staff resource framework for the Public Service, using the experience from the Civil Service	Q2 2015 - Q4 2015	Broad framework/approach developed and noted by Government in April 2014. Decision taken to extend to wider Public Service from 2015 as announced in Budget 2015	Complete
iii	Roll-out delegated staff resource framework in the Civil and Public Service	Q1 2015 - Q1 2016	Sanction for management of numbers has been delegated to all Government Departments. Each parent Department can, in turn, determine the suitability of introducing similar arrangements for agencies and offices under its remit	Complete
2.1.2 Use of Additional Hours under the Haddington Road Agreement				
i	All Departments to complete annual Integrated Reform Delivery Plans to include proposals for the further utilisation of additional hours to ensure maximum benefit, building on the approach over the first six months of the Agreement	Ongoing - Q4 2016	All Departments and major Offices produce an annual Integrated Reform Delivery Plan (IRDP), in line with a commitment in the Government's Public Service Reform Plan 2014-16. All Departments have submitted their IRDPs for 2016	Complete
ii	Reduce expenditure on overtime payments through utilisation of additional hours	Ongoing - Q4 2016	Departments and Offices are continuing to make savings on overtime through the deployment of additional hours as provided for under the Agreement	Complete
iii	Reduce expenditure on agency staff in the health sector	Ongoing - Q4 2016	During 2014, the HSE finalised an implementation plan which seeks to maximise the delivery of savings under HRA in 2014 and this has been rolled out. The increased hours of attendance for certain staff provides an additional 5m hours to the health service annually. Specific examples of how the extra hours have been utilised include in the area of nursing where hours have been utilised to reduce dependency on agency and overtime. However, expenditure on agency staff in the Health Sector remains very high. This has been driven by exceptional increases in the volume of hospital activity that continued up to the end of 2016.	Amber
iv	Use additional hours to support the extension of opening hours and improved phone services/customer care	Ongoing - Q4 2016	Extended opening hours have been introduced in a number of areas in the Public Service including the Passport Office and local/Intreo offices in the Department of Social Protection. In addition, IRDPs confirm that Departments/Offices are continuing to examine ways of improving service delivery	Complete
v	Revision of rostering arrangements across all sectors to ensure that the benefits of the additional hours are maximised and to ensure that resources are matched with peak demands for services	Ongoing - Q4 2016	IRDPs confirm that Departments/Offices are continuing to deploy additional hours to maintain service levels and addresses peak demands for services	Complete
vi	Implement revised arrangements for Supervision and Substitution arrangements in the education sector as provided for under the Haddington Road Agreement	Ongoing - Q4 2016	The revised arrangements for Supervision and Substitution have been put in place	Complete
2.1.3 Further Workplace Changes				
i	Bring forward proposals for grade rationalisation in each sector as provided under the Haddington Road Agreement	Ongoing - Q3 2014	The Workforce Planning Initiative continues to be implemented across Departments and Offices. In addition, the main sectors are also progressing some other workforce restructuring measures, which are specific to each sector. However, overall there has not been significant progress on grade rationalisation. The Civil Service Renewal Plan includes an action to redesign organisational and grade structures, and one specific initiative on grading is being progressed in the Civil Service	Amber
ii	Develop and implement proposals to further reduce management numbers as provided under the Haddington Road Agreement	Ongoing - Q1 2016	IRDPs confirm that there is ongoing implementation of the Workforce Planning Initiative across Departments and Offices with some Departments/Offices exploring opportunities to reduce management numbers	Complete
iii	Continue to implement improvements to work practices and rosters in line with the Haddington Road Agreement	Ongoing - Q1 2016	IRDPs confirm that a number of work place changes have been implemented to date, and a number of sector specific measures, including rostering arrangements have also been implemented	Complete

Ref. No.	Action	Start - End Dates	Summary of Progress	Status (RAG)
iv	Conduct a review of An Garda Síochána in line with the Haddington Road Agreement	Ongoing - Q2 2014	<p>The Review of An Garda Síochána arises from a commitment in the Public Service Stability (Haddington Road) Agreement 2013-2016 (Appendix 3) and it had the following terms of reference:</p> <ul style="list-style-type: none"> • to review and make recommendations on the use by An Garda Síochána of the resources available to it, with the objective of achieving and maintaining the highest levels of efficiency and effectiveness in its operation and administration • the review shall encompass all aspects of the operation and administration of the Garda Síochána including: <ul style="list-style-type: none"> » the structure, organisation and staffing of the Garda Síochána; » the deployment of members and civilian staff to relevant and appropriate roles; » the remuneration and conditions of service of members of An Garda Síochána including an evaluation of annualised hours/shift pay arrangements; and » the appropriate structures and mechanism for the future resolution of matters relating to pay, industrial relations and attendant matters. <p>The first two indents above were examined by the Garda Inspectorate which published its report Changing Policing in Ireland - Delivering a Visible, Accessible and Responsive Service on 9 December 2015. A process to seek the views of all those to whom the recommendations were directed was put in place. The Government on 19 July 2016 approved a Five Year Reform and High-level Workforce Plan for An Garda Síochána addressing the implementation of the Garda Inspectorate Report and the Programme for Government commitments in relation to the overall Garda workforce</p> <p>The remaining two indents were the subject of a separate review by John Horgan (former Chair of the Labour Court). The report of the review of the remuneration and conditions of service of members of An Garda Síochána and the appropriate structures and mechanism for the future resolution of matters relating to pay/industrial relations was published on 12 December 2016. The report is being considered in the context of the development of the legislation to provide access to the Workplace Relations Commission</p>	Complete
v	Effectively utilise the redeployment arrangements set out in the Haddington Road Agreement	Ongoing - Q1 2016	All Departments and offices have confirmed that they are fully engaged with redeployment arrangements	Complete
vi	Introduce performance management systems where none currently exist and revise and strengthen existing arrangements as provided for under the Haddington Road Agreement	Ongoing - Q1 2016	All Departments and offices have confirmed that performance management systems are being strengthened in line with the provisions of the Agreement. Performance systems are also being developed and implemented in areas where none existed, such as in An Garda Síochána	Complete

2.2 Shared Services

Ref. No.	Action	Start - End Dates	Summary of Progress	Status (RAG)
2.2.1	Careful monitoring and continued development of Civil Service Shared Service programmes to support the delivery of the Shared Services mandate			
i	People Point: The transitioning of all 40 in-scope bodies will be completed in 2014. Stabilisation, benefits tracking, continuous improvement initiatives and over time the on boarding of new customers	Ongoing - Q4 2016	The transitioning of all current in-scope bodies has been completed (one was deferred to next phase) and PeoplePoint is providing HR and pension administration services to more than 34,500 Civil Servants on behalf of 39 client Public Service Bodies. The final PSB will be reviewed as part of the next phase. Total numbers are expected to be approximately 35,000 employees	Amber
ii	Payroll Shared Services: Implementation of a Payroll Shared Services Centre across 3 locations (Killarney, Galway and Tullamore) involving the transitioning of 53 in-scope bodies throughout 2014/2015; from 2016, continuous improvement initiatives and opportunities for further consolidation to reduce costs and improve service quality	Ongoing - Q4 2016	The Payroll Shared Service Centre (PSSC) is operational in all 3 locations and is providing payments to approximately 102,000 payees in 44 client public service organisations, this figure includes 57,000 pensioners. This figure is to increase to 54 organisations and approximately 125,000 payees by the end of 2017	Amber
iii	Financial Management Shared Services: The project is moving to its next phase, including the specification of detailed Finance business requirements and commencement of design work on the preferred solution	Ongoing - Q4 2014	Government approval for Financial Management Shared Services has been received. The specification of the requirements is complete and the design of the preferred solution is underway. The implementation phase has begun and it is on target to commence operations in 2018	Green
iv	Learning and Development Shared Services: The completed baseline report will form the basis of a feasibility study and business case to inform the preferred option for Learning and Development. Subject to approval, implementation of the preferred solution will commence in 2014	Q1 2014 - Q2 2015	A project team has been established within the Reform and Delivery Office to lead the development of a shared learning and development model for the Civil Service. A detailed business case has been developed and work has commenced on developing the future state core curriculum with input from Departmental Business Partners. Work has also commenced on the development of the skills register	Green
v	The Office of the Government's Chief Information Officer will develop a Shared Services ICT strategy to underpin the technology and IT solutions required to run effective, efficient Shared Services Centres	Ongoing - Q4 2014	This work is being advanced in the context of a wider approach to ICT for Shared Services. An ICT strategy to 2018 has been developed by the OGCIO	Green
vi	New Pipeline of Projects: Certain other back office and specialist functions will be assessed for their suitability to a shared services environment	Q1 2014 - Q4 2016	A project team was established in Q1 2016, with significant progress made during the year in evaluating options for long term administration of the Single (Pension) Scheme. The Feasibility Report will be finalised and recommendations brought to Government in Q1 2017	Green
vii	Benefits tracking: Costs, benefits and project milestones will be monitored to ensure successful delivery of each business case. The FTE reductions and the restructuring of the "retained" function of each customer Department/public body essential to yield the benefits from shared services will be reported	Ongoing - Q4 2016	Costs and project milestones were tracked during the project stages. The benefits associated with the establishment of the HRSSC have been reviewed and are being tracked	Green
viii	Measurement: A performance measurement scorecard to track high level outcomes and key performance indicators that provide assurance on the performance of Shared Service Centres will be developed	Q2 2014 - Q4 2014	Performance measures have been agreed and are reported on regularly as part of the broader service management arrangements with all clients of the HRSSC	Red
2.2.2	Manage and Mitigate Risks for Civil Service Shared Service Programmes			
i	Robust Programme Management principles will continue to be applied to all Shared Services Projects to manage and mitigate the risks associated with large projects in terms of time and budgetary over-runs and scope creep	Ongoing - Q4 2016	The NSSO Programme Management Office has been established to manage the agreed NSSO project portfolio and ensure rigour in project management	Green
ii	Careful monitoring of programme expenditure will be undertaken by Project Managers	Ongoing - Q4 2016	Programme expenditure is being carefully monitored by Project Managers and Senior Responsible Owners and being co-ordinated by the Corporate Business Unit of the NSSO	Green
iii	A cross-departmental approach to resourcing shared services programmes and centres will be the responsibility of SROs with the support of Programme Boards and the Shared Services Steering Board	Ongoing - Q4 2016	Specific resourcing needs are being addressed on an ongoing basis in partnership with all stakeholders, including the Public Appointments Service	Green

Ref. No.	Action	Start - End Dates	Summary of Progress	Status (RAG)
2.2.3	Establish the National Shared Services Office (NSSO) and; implement Governance Policy for Shared Services			
i	Appoint a Director of the National Shared Services Office	Q2 2014 - Q3 2014	Hilary Murphy-Fagan was appointed CEO in June 2014	Complete
ii	Establish the National Shared Services Office initially on an administrative basis to provide leadership and oversight of shared services and to develop shared services policies that ensure centres are customer service focused	Q3 2014 - Q4 2016	The office was established as envisaged, further steps have been taken to advance legislation to establish the Office as a separate Civil Service Office, the NSSO Bill was published in early 2016, second stage is scheduled for Jan 2017	Complete
iii	Implement and manage governance structures and boards in Shared Services Centres as per the Governance Policy for Shared Services	Ongoing - Q4 2016	The Corporate Business Unit is working closely with Heads of Centres to ensure Governance Policy and procedures are fully implemented	Green
iv	Establish a Risk and Control Unit within the National Shared Services Office and implement the key principles of a risk intelligent organisation within Shared Services Centres	Q3 2014 - Q4 2016	Work to establish a risk and control unit is ongoing	Green
v	Develop shared services policies that drive the highest possible standards of performance in shared services centres and benchmark operations to ensure that centres develop a culture of continuous improvement	Q2 2014 - Q4 2016	Work to develop and review policies is ongoing.	Green
2.2.4	Assist Sectoral Shared Services Projects in the Education, Health and Local Government Sectors			
i	Laos County Council will commence provision of Shared Payroll and Superannuation services on behalf of all local authorities. Once fully operational, there will be expected annual savings of €4.3 million per annum	Q1 2014 - Q4 2016	Good progress is being made in the implementation of these projects. There are 26 local authorities and the LGMA 'live' in the MyPay Shared Services Centre (SSC). Wave 5 is now complete. Wave 6 has commenced with Clare County Council going live in October 2016. They will be followed by Dun Laoghaire/Rathdown, Fingal and Cork County Councils in 2017 Superannuation services are also being provided for Laois, Carlow, Sligo, Longford, Waterford City County Councils and the LGMA/EMRA. Superannuation Wave 2 to a further six local authorities is to commence with Clare County Council in February 2017 3,748 Pay groups have been paid; 1,175,410 payments made; €975m paid through MyPay; 1,768 pay runs; 29 incorrect payments made	Green
ii	A feasibility study and business case will be prepared in relation to Accounts Payable in the Local Government sector. Phase I will commence in 2014 implementing the Business Process Improvements required and the updating of IT systems as a consequence of the structural change brought about by Putting People First. Phase II will see the establishment of a National Accounts Shared Service on a phased basis and the migration to a National Financial System	Q1 2014 - Q4 2016	The implementation of the component projects, such as the BPI exercise and upgrade of the Financial Management System(FMS), will have significant implications for the savings identified in the original Account Payable business case The Phase One Accounts Payable Board agreed that the Accounts Payable project should be paused and a review of the business case should be undertaken when the prerequisite actions/component projects are satisfactorily implemented FMS Upgrade Status: Of the 27 sites involved 14 are live, 8 in progress, 5 yet to commence BPI Status: All sites have commenced the Purchase to Pay process improvement. The level of completion for the BPI tasks in each site increases significantly just prior to their commencement of the FMS	Red

Ref. No.	Action	Start - End Dates	Summary of Progress	Status (RAG)
iii	The HSE will conduct a feasibility study and prepare a business case for a single integrated finance system and, if approved, commence implementation	Ongoing - Q4 2016	<p>Lot 1 IFMS (ERP Platform)</p> <p>This is the procurement of the software (e.g. SAP, Oracle, Agresso etc.) which will underpin one Integrated Financial Management System (IFMS) for the HSE. It is expected that the Tender Pack will be issued on E-Tenders before the end of September. HSE are working closely with the OGP in this regard</p> <p>Stabilisation Project</p> <p>The stabilisation project is the transfer of Finance legacy systems in the West and South to a SAP company code on a single system in the East using fully supported and stable ERP software. The first phase of the stabilisation project is the transfer of the MW system and the project is at the Final preparation and Go-Live phase</p>	Green
iv	The HSE will conduct a feasibility study and prepare a business case for a National Recruitment System and, if approved, commence implementation	Ongoing - Q2 2014	Successful implementation of phase 1 Microsoft Dynamics System completed. This provided the fundamentals of a robust IT platform with multi-user access. Developments to enhance reporting capabilities have continued to progress well along with the analytics capability for the service. In addition, HBS has procured a managed service capability for online application processing which will be piloted at the end of January	Red
v	The HSE will conduct a feasibility study and prepare a business case for a National Pensions System and, if approved, commence implementation	Ongoing - Q4 2014	Review conducted by external consultancy completed and presented with identified work-plan to HBS Governance Committee in late September 2016. Improvement plan commenced	Red
vi	The HSE will complete the implementation of a National Payroll System	Ongoing - Q4 2016	Enhanced Business Case near completion. Programme Director and Governance structure put in place for the implementation of national coverage of an enterprise HR system which will facilitate the consolidation of HR and Payroll operations. Significant Resource dependency remains	Green
vii	The Education sector will advance Payroll Shared Services for Education and Training Boards. Assisted by external support, a cost benefit analysis and an implementation roadmap will be developed and implemented by a dedicated payroll project team	Ongoing - Q4 2016	The project has received formal approval of the Business Case through OGCI0's Peer Review process. The team are now engaging with OGP and CSSO to advance the RFT	Green
viii	The Education sector will carry out assessments of back office functions carried out by organisations in the sector for their suitability in a shared services environment	Q1 2014 - Q4 2016	<p>Financial Shared Services for ETBs – The business case is with OGCI0 for review. Interim measures have been successfully implemented to support the sector until the shared service solution is in place. Detailed mapping of existing processes is complete and mapping future processes is well under way with a view to validating the detailed requirements of the project</p> <p>The Business Case for Payroll & HR Shared Services for Higher Education has been approved by the Steering Group and the Programme Board have agreed to proceed to the next Phase. A recruitment process has identified a Project Manager and the process is underway to secure the appointment of that resource. Work has commenced with the sector through EduCampus to improve the Institutes of Technology existing applications in readiness for Shared Services</p> <p>A project has just commenced for the upgrade of the Schools Employees' Payroll to full Shared Services standards. The initial work will require data gathering, a base line report and the compilation of a Business Case</p>	Green
ix	Benefits tracking in the Education sector: Costs, benefits and project milestones will be monitored to ensure successful delivery of each business case. The FTE reductions and the restructuring of the "retained" function of organisations within the sector will be reported	Ongoing - Q4 2016	Benefits tracking will be advanced as projects develop, consistent with the approach being taken in other Public Service sectors. A benefits tracking process has been developed by the Programme Management Office and it is currently being piloted on some reform projects	Green

Ref. No.	Action	Start - End Dates	Summary of Progress	Status (RAG)
x	A performance measurement scorecard to track high level outcomes and key performance indicators that provide assurance on the performance of Shared Service Centres will be developed in all sectors	Q2 2014 - Q4 2014	This work will be advanced once benefits tracking has become established within all Public Service sectors	Amber

2.3 Public Procurement

Ref. No.	Action	Start - End Dates	Summary of Progress	Status (RAG)
2.3.1 Organisation Restructuring and Development				
i	Conclude organisational design for the Office of Government Procurement	Ongoing - Q1 2014	This was completed in 2014	Complete
ii	Implement new structures	Ongoing - Q2 2014	This was completed in 2014	Complete
iii	Recruit for residual roles arising	Q2 2014 - Q4 2014	Recruitment in progress to fill the remaining vacancies across OGP. A recruitment plan for 2017 has been agreed and is currently being implemented	Red
iv	Implement training and development programme	Q1 2014 - Q4 2016	The Learning & Development strategy is being implemented. Priority actions arising from the training needs analysis survey are being developed. Training needs identified by the Learning and Development working group are being addressed	Complete
v	Assess and implement professional accreditation and CPD (Continuing Professional Development) structures for OGP	Q1 2014 - Q4 2014	OGP have unsuccessfully gone to market twice with a public procurement programme tailored to the OGP and its sector sourcing partners' requirements. Existing procurement programmes were leveraged during 2015/2016 and 53 OGP staff attended and were accredited. A further 42 staff are enrolled on these courses for the 2016/2017 academic year. Additionally, a number of staff have been supported to attend and participate at Public Procurement related conferences, seminars, etc. OGP also held an inaugural Annual Public Procurement Conference in 2016. Options to achieve professional accreditation and CPD structures for OGP will continue to be considered in 2017	Red
2.3.2 Saving Programme- Each year, the procurement programme will prioritise areas of spend that will be pursued for savings. Projects to address these areas of spend will be assembled into a portfolio for the year, called a Sourcing Wave				
i	Wave 1 Spending Areas	Ongoing - Q2 2014	See below for update on specific actions on Wave 1 Spending Areas	
	Assess Wave 1 Category Spend and Analysis Specifications	Ongoing - Q1 2014	This was completed in 2014	Complete
	Analyse Supplier Market	Ongoing - Q1 2014		Complete
	Draft Category Strategy and Agree with Stakeholders	Ongoing - Q1 2014		Complete
	Conduct Market Tenders	Q1 2014 - Q2 2014		Complete
	Close Portfolio Projects and Forecast Benefits	Q2 2014 - Q2 2014		Complete
ii	Wave 2 Spending Areas	Q3 2014 - Q2 2015	See below for update on specific actions on Wave 2 Spending Areas	
	Assess Wave Category Spend and Analysis Specification	Q3 2014 - Q3 2014	This was completed in 2014	Complete
	Analyse Supplier Market	Q3 2014 - Q4 2014	This was completed in 2014	Complete
	Draft Category Strategy and Agree with Stakeholders	Q4 2014 - Q4 2014	This was completed in 2014	Complete
	Conduct Market Tenders	Q4 2014 - Q2 2015	OGP has completed 17 of the 37 sourcing projects due by end Q2 2015 on the OGP Target Schedule of Contracts and Frameworks published in In December 2014. An additional 41 projects not on the target schedule had also been completed by end Q2. A revised Target Schedule will be published at start Q3. Details of all framework arrangements now in place are available on www.procurement.ie	Complete
	Close Portfolio Projects and Forecast Benefits	Q2 2015 - Q2 2015		Complete
iii	Wave 3 Spend Areas	Q2 2015 - Q1 2016	See below for update on specific actions on Wave 3 Spending Areas	

Ref. No.	Action	Start - End Dates	Summary of Progress	Status (RAG)
	Assess Wave 3 Category Spend and Analysis Specification	Q2 2015 - Q2 2015	2015 Target Schedule of Contracts and Frameworks, that provides an indication, by quarter, of when the Office of Government Procurement (OGP) expects to have particular contracts and frameworks in place for public sector bodies is in place and updated quarterly. This ensures a rolling nine month forward view of the OGP service delivery plan is available	Complete
	Analyse Supplier Market	Q2 2015 - Q3 2015	This was completed in 2015	Complete
	Draft Category Strategy and Agree with Stakeholders	Q3 2015 - Q3 2015	This was completed in 2015	Complete
	Conduct Market Tenders	Q3 2015 - Q1 2016	During the course of 2016, OGP established 54 Frameworks, 52 discrete contracts and 366 mini competitions	Complete
	Close Portfolio Projects and Forecast Benefits	Q1 2016 - Q1 2016		Complete
2.3.3	Enabling Legislation for the Office of Government Procurement			
i	Draft Heads of Bill Scoped	Ongoing - Q1 2014	This was completed in 2014	Complete
ii	Draft Primary Legislation to enable new Procurement Governance and the Office of Government Procurement	Q1 2014 - Q3 2015	This is not currently on the Government's priority legislative programme	Red
2.3.4	SME Access to Public Procurement			
i	Develop governance model and plan	Q1 2014 - Q2 2014	This was completed in 2014	Complete
ii	Develop Measures and Targets for SME Participation	Q1 2014 - Q3 2014	This was completed in 2014	Complete
iii	Assess key opportunities to accelerate measures from new procurement directives in conjunction with the Department of Jobs, Enterprise and Innovation, Enterprise Ireland and InterTrade Ireland and implement accordingly	Ongoing - Q3 2014	This was completed in 2014	Complete
iv	Transpose new procurement directives into Irish law	Q1 2014 - Q2 2015	The 'Goods/Services/Works' and the 'Utilities' Directives have been transposed. Work on transposition of the Concessions Directive is ongoing	Red
v	Develop new arrangements for Meet the Buyer events to align to new OGP structures in conjunction with InterTrade Ireland	Q1 2014 - Q3 2014	This was completed in 2014	Complete
vi	Roll-out new model for Meet the Buyer	Q4 2014 - Q4 2016	This was completed in 2014	Complete
2.3.5	System Development and e-Procurement			
i	Implement tactical solution for spend analytics for key spending Departments	Q1 2014 - Q2 2014	This was completed in 2014	Complete
ii	Assess options for strategic solution to spend analytics	Q1 2014 - Q3 2014	This was completed in 2014	Complete
iii	Implement strategic solution to spend analytics	Q4 2014 - Q3 2015	The enterprise Business Intelligence solution has been implemented	Complete
iv	Assess options for procurement marketplace capabilities	Q1 2014 - Q3 2014	This was completed in Q1 2015	Complete
v	Implement and roll-out solution for procurement marketplace	Q4 2014 - Q4 2016	Initial eCatalogue investigation complete Q4/16. Implementation will be a medium term initiative given dependencies	Red
vi	Assess options for Purchase to Pay system	Q1 2015 - Q2 2015	This was completed in 2014	Complete
vii	Determine coding system for consistent implementation across the Public Service	Q1 2014 - Q4 2014	Broader than OGP and there has been engagement with some Finance stakeholders. There are interdependencies with eCatalogues and eProcurement developments at EU level	Red

2.4 Property Asset Management

Ref. No.	Action	Start - End Dates	Summary of Progress	Status (RAG)
2.4.1	Enhance the strategic capacity and capability in property asset management across the Public Service			
i	Complete a capacity and capability review of OPW's activities in relation to the reform commitments contained in Accommodating Change	Ongoing - Q1 2014	Complete	Complete
ii	Implementation of the recommendations of the capacity and capability review	Q1 2014 - As per review	Ongoing. The Business Transformation Unit (BTU) in the OPW has completed a review of current core activities and processes. New high level processes for Estate Portfolio Management were approved by the Management Board in June 2016. A detailed organisational structure and detailed lower level processes are currently being developed	Green
iii	Identify an accredited qualification for staff in property asset management and implement a programme to achieve the required standard across the Public Service	Q1 2014 - Ongoing	Ongoing. A provider has been selected to deliver a Foundation Level Property Management training course which will commence in Q1 2017. It will be attended by OPW personnel as well as representatives nominated by members of the Property Asset Management Delivery Plan Steering Group. The OPW hosted a Property Managers' Network Workshop in Dublin Castle in October 2016. The topics covered included lease breaks, the Property Registration Authority and the VAT implications of property transactions	Green
2.4.2	Improve forward planning and co-ordination of property asset management across the Public Service			
i	Develop a template to assist Departments to incorporate property management plans into their Strategy Statements. This will facilitate improved assessment by OPW of overall property requirements	Ongoing - Q1 2014	In September 2014, the Government approved the inclusion of property requirements in the guidance to Departments preparing their Strategy Statements	Complete
ii	Complete and publish as appropriate the online mapping register of all properties owned and leased by Public Service bodies	Ongoing - Q2 2014	Ongoing. At present, there are 24,971 properties on the Register. This figure is lower than previously reported but reflects the removal of individual records for social housing units in two counties. The number is expected to fall further when remaining social housing units, recorded in a small number of counties, are removed from the Register. All property holders continue to engage with the OPW on the update and validation of data on the State Property Register. Current efforts are concentrated on completion of outstanding geo-referencing data	Green
iii	Following the principles of the Public Spending Code, public property holders will develop a coordinated acquisitions appraisal process for leasehold and freehold premises to be applied across the Public Service, including Local Authorities	Ongoing - Q2 2014	A combined policy for Property Acquisition (including leases and lease renewals) and for Disposal of Surplus Property was circulated by DPER in June 2016	Complete
iv	Public property holders will formalise an agreed intra-Public Service policy in relation to the disposal of surplus State property	Ongoing - Q2 2014	See Action 2.4.2 iii update	Complete
2.4.3	Use Common Standards to deliver efficient property asset management			
i	Property holders across the Public Service will implement the ISEN 15221 standard on a phased basis. The standard will define financial, spatial and environmental key performance indicators to assess asset performance	Ongoing - Q4 2014	Ongoing. An ISEN pilot conversion study has been undertaken on a number of OPW buildings/properties. The capability to capture the ISEN 15221 standard has been included as a requirement for the new Estate Management System. Further consideration in relation to adopting the standard is underway	Green
ii	The Chief State Solicitor's Office, in consultation with public property holders, will draft and circulate an agreed set of standard protocols (and/or statutory declarations, where appropriate) for intra-Public Service property asset transfer and sharing	Ongoing - Ongoing	DPER Circular 11/2015 refers	Complete
iii	An agreed valuation methodology will be developed as part of the asset transfer policy	Ongoing - Q1 2014	DPER Circular 11/2015 refers	Complete

Ref. No.	Action	Start - End Dates	Summary of Progress	Status (RAG)
iv	The OPW will set targets for Civil Service space norms	Ongoing - Q1 2014	Engagement with key stakeholders is complete and the Office Accommodation Guidelines and Standards document and associated templates are ready to be issued to the Chairman for approval and publication. A communication plan needs to be developed to support the successful adoption of the above standard	Green
v	The OPW will define modern, flexible workplace design and more innovative working environments as the norm for Civil Service accommodation	Ongoing - Q1 2014	Engagement with key stakeholders is complete and the Office Accommodation Guidelines and Standards document and associated templates are ready to be issued to the Chairman for approval and publication	Green
2.4.4 Streamline property asset management administration				
i	The Chief State Solicitor's Office, in consultation with public property owners, will draft pro forma terms acceptable to the State when leasing commercial office accommodation	Ongoing - Q1 2014	The CSSO identified a range of standard terms that may be included in leases and licences granted to third parties to facilitate a move to streamlining certain aspects of this work area. A guidance note for administrators on the main relevant lease terms was included in a the Acquisitions and Disposal Policy circulated by DPER in June 2016 as Circular 17/2016	Complete
ii	The Chief State Solicitor's Office, in consultation with public property holders, will draft pro forma terms for inclusion in leases and licences granted to third parties	Ongoing - Q1 2014	As above	Complete
iii	Public property owners will identify the State's portfolio of properties that require Property Registration Authority of Ireland registration and set annual targets to register these properties	Ongoing - Q1 2014	The OPW continues to engage with the CSSO in relation to their timeframe for completing the process for registering OPW owned properties provided for registration	Green
iv	Public property holders will identify a programme of work to acquire the freehold interest on properties held under long leaseholds, having regard to statutory provisions	Ongoing - Ongoing	Ongoing. The OPW is progressing a programme in relation to its own property portfolio	Green
2.4.5 Drive down property costs in the Public Service through more effective and efficient facilities management				
i	The Office of Government Procurement (OGP) will work with all public property holders to reduce costs of existing outsourced facilities management contracts through procurement strategies such as demand management, specification change, aggregation, changes to commercial model, etc	Q1 2014 - Q4 2016	OGP has awarded a number of National Framework Agreements for Cleaning Services, Catering Services, Window Cleaning Services and Security Services. These include: (i) Commercial Cleaning Services Framework (General office) (Education, Central Government, An Garda Síochána, Irish Prison Service, & Defence Forces) (ii) Commercial Cleaning Services Framework (General office & clinical) (Health Sector) (iii) Catering Services Framework (iv) Window Cleaning Framework and (v) Security Services Framework (General office) (Local Government) is currently under evaluation. A Hospitality Services Framework is currently at tender stage Mini Competitions have commenced on Frameworks in place and further mini competitions will continue across these Frameworks to provide public service bodies with compliant value for money contracts	Green
2.4.6 Deliver cost savings and environmental benefits from energy efficiency				
i	The OPW and property holders will identify an additional 500 buildings across the Public Service to participate in a new phase of the Optimising Power @ Work campaign	Ongoing - Ongoing	The "Optimising Power @ Work - Public Sector Campaign" is progressing well. There are currently over 40 public sector organisations participating (15 Large Hospitals, 9 Higher Education Campuses, 13 Local Authorities, 2 Prisons and various HSE Estates buildings). The total energy spend in these buildings is approximately €30 million per annum. The OPW is working closely with the HSE National Sustainability Office to coordinate the roll out of the campaign into additional large acute care hospitals	Green

Ref. No.	Action	Start - End Dates	Summary of Progress	Status (RAG)
ii	The OPW and property holders will work to ensure that the 2020 targets set out in the National Energy Efficiency Action Plan and the EU Energy Efficiency Directive will be met insofar as they relate to the management of the Public Service property portfolio	Ongoing - Ongoing	In relation to its own property portfolio, the OPW is currently achieving savings of approximately 21% through its "Optimising Power @ Work - Central Government Campaign". The total energy spend for these buildings is in the order of €22 million net of the savings. Regular updates on the savings achieved in the applicable Central Government buildings (as per the Energy Efficiency Directive - Article 5) are reported to DCENR	Green

2.5 Public Expenditure Reform

Ref. No.	Action	Start - End Dates	Summary of Progress	Status (RAG)
2.5.1	Continuing development of policy analysis and evaluation capacity within the Public Service			
i	Provision of training and guidance material in support of the new Public Spending Code	Ongoing - Q4 2014	A programme of 12 training and awareness seminars was completed in 2014	Complete
2.5.2	Ongoing implementation of the performance budgeting initiative			
i	Complete a Comprehensive Review of Expenditure and a review of the Capital Investment Framework	Q2 2014 - Q4 2014	These Reviews were completed in the context of Budget 2015	Complete
ii	Extension of IrelandStat, the citizen-focused Public Service performance information website, to all Departments	Ongoing - Q2 2014	The website has been updated and now contains data for 51 Programmes across 14 Vote Groups	Complete
iii	Further enhancement of IrelandStat by improving functionality and information	Q3 2014 - Ongoing	The website has been updated and now contains data for 51 Programmes across 14 Vote Groups	Green
iv	Continuing support to the Houses of the Oireachtas Service in implementing the whole of year budgetary process	Q1 2014 - Ongoing	The REV contains performance information for almost every Vote. Provided training to staff in the Houses of the Oireachtas Service on Public Spending Code and Performance Budgeting Initiative. Engagement with the Oireachtas on the establishment of the Parliamentary Budget Office is ongoing	Green
2.5.3	Implementation of Accrual Accounting			
i	Scoping paper and consultation with stakeholders is underway to formulate proposal and timeframe for move to accrual accounting for Government Departments and Offices. The timeframe will take account of the current initiative by the European Commission to introduce European Public Sector Accounting Standards (EPSAS) as well as developments in the Financial Management Shared Services Project, the recommendations of the IMF Fiscal Transparency Assessment Report and other relevant international developments	Ongoing - Q4 2014	Scoping paper finalised and initial consultation phase is concluded. Work is being finalised on legislative implications of transition to accrual based accounts. This transition is in scope of the Financial Management Shared Service Project	Complete
ii	The actions for future years will be shaped by the outcome of the above process. The projected timeframe for EPSAS is for a framework regulation to go to the European Parliament and Council in late 2014 to early 2015	Q4 2014 - Ongoing	The transition to accrual accounting is being progressed in the context of FMSS Project. At EU level Eurostat is continuing to work on developing more concrete proposals on EPSAS. A Eurostat Taskforce Working Group in established in September 2015 to identify key issues for EPSAS governance and standards, and to discuss how to develop and introduce suitable EPSAS structures and requirements across EU Member States. The projected timeframe for EPSAS proposals to go to the European Parliament has been delayed. While Ireland is currently participating on this group there is no clear indication at EU level when this is likely to happen	Green

3.1 Openness, Transparency and Accountability

Ref. No.	Action	Start - End Dates	Summary of Progress	Status (RAG)
3.1.1	Drafting, enactment and implementation of Regulation of Lobbying Legislation			
i	Drafting of Bill	Ongoing - Q1 2014	The Bill was published in Q2 2014	Complete
ii	Enactment of Bill	Q1 2014 - Q2 2014	The Bill was signed into law by the President on 11 March 2015	Complete
iii	Implementation of regulatory regime	Q2 2014 - Ongoing	Enforcement provisions commenced on 1 January 2017	Complete
3.1.2	Development of robust proposals to strengthen civil service accountability and accompanying legislative and non-legislative measures to underpin reform			
i	Establishment of Independent Panel and management of Consultation Process	Q1 2014 - Q2 2014	The consultation process concluded and the Independent Panel completed its work in 2014	Complete
ii	Preparation and publication of recommendations for Government	Q2 2014 - Q3 2014	The Independent Panel presented its recommendations to the Minister for Public Expenditure and Reform at end May and the Report was published on 11 June. The recommendations have informed the agreed actions to be implemented as part of the Civil Service Renewal Plan published in October 2014	Complete
3.1.3	Development and ensuring implementation of the Open Government Partnership National Action Plans on a two year rolling basis designed to increase open government in Ireland, collaborating and communicating with civil society interests on an on-going basis			
i	Analysis of civil society consultation report and submissions received	Ongoing - Q1 2014	Response published March 2014. Available from www.ogpireland.ie/wp-content/uploads/2014/03/DRAFT-OGP-CIVIL-SOCIETY-CONSULTATION-PROPOSAL-TABLE-FOR-DISCUSSION-05.03.14.pdf	Complete
ii	Completion of National Action Plan	Ongoing - Q1 2014	Published 7 December, 2016. Available from www.ogpireland.ie/national-action-plan-2/	Complete
iii	Hosting of European Conference	Q1 2014 - Q2 2014	European Regional Meeting, May 2014	Complete
3.1.4	Enactment and implementation of Protected Disclosures legislation, raising awareness of the protections under the Act and how it works			
i	Complete passage through Dáil and Seanad	Ongoing - Q1 2014	The Protected Disclosures Act 2014 came into operation on 15 July 2014	Complete
ii	Work with Labour Relations Commission to develop statutory Code of Practice and to oversee implementation of the legislation in the Public Service	Ongoing - Q2 2014	The Workplace Relations Commission (formally LRC), in consultation with staff and employer representatives, has finalised a Code of Practice giving guidance and setting out best practice to help employers, workers and their representatives understand the Protected Disclosures Act. The Code of Practice has been placed on a statutory basis by the Minister of State with special responsibility for small business and collective bargaining, Ged Nash TD	Complete
iii	Oversee implementation of the legislation in the Public Service	Q2 2014 - Q4 2014	Draft Guidance to assist public bodies in implementation of the Protected Disclosures Act has been prepared and circulated to Government Departments for observations in Q1 2015. The draft Guidance was also opened to public consultation and submitted to the Dáil Committee of Finance, Public Expenditure and Reform for consideration during Q4 2015. The Guidance was finalised and issued in Q1 2016 A procurement framework from which public bodies can draw down third party services in support of their implementation of the Act is being developed with a view to completion by end 2017	Green

Ref. No.	Action	Start - End Dates	Summary of Progress	Status (RAG)
3.1.5	Enactment and implementation of Freedom of Information legislation and development and implementation of Code of Practice on FOI			
i	Complete passage of FOI Bill through the Dail and Seanad.	Ongoing - Q1 2014	The Bill was enacted on 14 October 2014	Complete
ii	Complete review of the implementation of FOI and complete development of Code of Practice on implementation of FOI based on review findings	Ongoing - Q1 2014	Following completion of the FOI Review and enactment of the new FOI legislation, the Code of Practice has been finalised and published, following a public consultation process	Complete
iii	Review FOI manuals and guidance notes and revise to bring in line with new FOI Act and to meet on-going requirements/issues arising	Q1 2014 - Q2 2014	Manuals, guidance notes and sample letters to assist public bodies have been reviewed and revised in line with the Act. These have been published. New guidance notes will be developed as the need arises	Complete
iv	Develop National Training and Awareness Framework for FOI	Q1 2014 - Q2 2014	A Training Framework was developed and a panel of providers is in place. Public bodies have been availing of training from these providers	Complete
v	Provide policy advice and leadership on FOI in tandem with FOI networks	Ongoing - Ongoing	Work in this area is ongoing	Green
3.1.6	Development of a reformed Ethics legislative framework in order to ensure increased transparency and accountability in public life in Ireland			
i	Drafting heads of a General Scheme for an integrated Ethics Bill	Ongoing - Q2 2014	General Scheme of Public Sector Standards Bill published June 2015	Complete
ii	Drafting of Bill	Q3 2014 - Q4 2014	Q4 2014 The Public Sector Standards Bill was published in Q4 2015	Complete
iii	Passage of Bill through Oireachtas	Q4 2014 - Q1 2015	Committee Stage of the Bill in the Dáil commenced in April 2017. The Finance, and Public Expenditure and Reform Committee has requested that various items are dealt with prior to the re-commencement of Committee Stage in the Dáil. It's not possible to estimate an enactment date at this stage	Red
3.1.7	Extension of the Ombudsman remit and Freedom of information to significantly funded bodies. Details and timescales for Ombudsman below and FOI would follow similar pattern afterwards			
i	Develop/finalise criteria for selecting bodies	Q3 2014 - Q4 2014	Consideration continues to be given to priority areas. See 3.1.7.iii. In addition, the Ombudsman has begun to talk complaints on certain matters from those in direct provision centres	Red
ii	Engage in discussion with relevant Departments re identifying bodies	Q4 2014 - Q2 2015	See 3.17i above	Green
iii	Consult relevant Oireachtas Committee and prepare Ministerial Order as per legal requirements	Q2 2015 - Q4 2015	A Ministerial Order extending the Ombudsman's remit to private nursing homes whose residents are in receipt of state funding/subvention was signed by the Minister in July 2015	Green
3.1.8	Progression of the Statute Law Reform Programme - drafting of a number of statute law revision bills. Resources supporting the programme will need to be reviewed if an up to date statute book is to be achieved			
i	Drafting of next Bill	Ongoing - Q1 2014	Drafting of the Bill was completed in Q4 2014	Complete
ii	Enactment of next Bill	Q1 2014 - Q2 2014	SLR Bill 2015 enacted	Complete
iii	Progression of work on subsequent Bills	Ongoing - Ongoing	Statute Law Revision Act 2016 signed into law on 26 December 2016	Complete

4.1 Leadership

Ref. No.	Action	Start - End Dates	Summary of Progress	Status (RAG)
4.1.1 Leadership Capacity				
i	Implement the Senior Public Service (SPS) Leadership Development Strategy 2013-2015	Ongoing - Q4 2015	New performance review processes for Assistant Secretaries were rolled out in 2016 and preparatory work was undertaken at Secretary General level to support full implementation in 2017	Green
ii	Support the ongoing implementation of coaching programmes and other development initiatives	Q1 2014 - Ongoing	The contractual position was reviewed and the terms and conditions of new appointees to Assistant Secretary level were amended to include a provision that SPS mobility arrangements would apply to all such appointees with permanent tenure	Green
iii	Extend these initiatives where appropriate to senior levels of the wider Public Service	Q4 2014 - Ongoing	The SPS Executive Coaching Programme was made available to the CEOs of the Non-Commercial State Agencies on a pilot basis in 2014. Feedback was positive and this is now a feature of the programme. The same approach has been adopted in relation to City and County managers in the Local Authority sector, to whom coaching was made available in 2017. Senior management in the broader Public Service were invited to a networking event on communications strategies in September. Senior managers from that sector also participated in a Communications Course for senior managers	Green
iv	Ensure that there is a integrated approach to the implementation of an enhanced performance management framework and the supports available under the SPS Leadership Development Strategy 2013-2015, underpinned by updated competency frameworks	Q3 2014 - Ongoing	A new Performance Review process for Assistant Secretaries launched in January 2016. This process incorporates the setting of development objectives, informed by 360 feedback. Development objectives set by Assistant Secretaries, as well as aggregate 360 feedback will inform the design of development initiatives for the SPS	Green
4.1.2 Performance				
i	Strengthen a culture of high performance at senior levels through the development and implementation of an effective performance management framework at senior levels of the Civil Service. This will include the development of performance agreements, in line with the Haddington Road Agreement	Q3 2014 - Ongoing	New performance review processes for Assistant Secretaries and Secretaries General rolled out in 2016. The Assistant Secretary process is overseen by the SPS Management Committee, which currently comprises 7 Secretaries General. The Secretary General Review process is overseen by the Performance Review Group which comprises the Secretary General Dept of Public Expenditure and Reform, Secretary General Department of Public Expenditure and Reform and an external member of the Accountability Board	Green
ii	Examine the contractual framework for senior civil servants to underpin an effective approach to supporting high performance	Q3 2014 - Q2 2015	The contractual position was reviewed and the terms and conditions of new appointees to Assistant Secretary level were amended to include a provision that SPS mobility arrangements would apply to all such appointees with permanent tenure	Green
4.1.3 Succession Planning				
i	Support succession planning through, inter alia, cascading SPS coaching and senior management programmes to future leaders	Q4 2014 - Ongoing	Action 10 of the Civil Service Renewal Plan contains a commitment to the introduction of structured and transparent talent management programmes to develop future leaders in the Civil Service. This approach includes two specific programmes at senior grades and the introduction of a Talent Management framework for all grades up to and including Assistant Principal level. The two Executive Leadership programmes agreed at senior grades are targeted at SPS and Principal Officer levels. The SPS Programme launched in December 2016. the Principal Officer programme is expected to launch in Q2 2017	Green

Ref. No.	Action	Start - End Dates	Summary of Progress	Status (RAG)
4.1.4	Mobility			
i	Review SPS Mobility Protocol and develop proposals to underpin mobility as a norm at senior levels	Q2 2014 - Q4 2014	The mobility protocol has been reviewed. There have been 19 moves at Assistant Secretary level under the SPS Mobility Protocol. Managed mobility will also be used as a means of supporting development	Green
ii	Introduce a pilot programme for mobility at Principal Officer level	Q4 2014 - Ongoing	Following successful implementation of the pilot programme for PO level, a Principal Officer Mobility Programme was introduced in Q3 2015	Complete
iii	Explore options for proactively using increased mobility at senior levels to address skills gaps in the Management Boards of each Department and ensure a significant proportion of each Board has experience at a senior level outside their current Department	Q1 2015 - Ongoing	See response to 4.1.4 (i) above	Green

4.2 Human Resource Management Reforms

Ref. No.	Action	Start - End Dates	Summary of Progress	Status (RAG)
4.2.1	Strengthen resourcing policy to ensure the right people are in the right place at the right time through effective workforce planning across the Civil Service. This will include:			
i	Ongoing implementation of Workforce Planning Initiative across Departments and Offices	Ongoing - Ongoing	Engaged with Numbers Policy Unit to develop new delegated sanction policy. Workforce Planning Network established. Template agreed with Departments and Offices to capture workforce planning data. Training offered to HR Managers and staff within Departments and Offices	Green
ii	Roll-out of integrated resourcing policy in the Civil Service in the areas of:			
	(a) Recruitment and Promotion	Q1 2014 - Ongoing	Following the end of the moratorium on recruitment, an approach to Civil Service recruitment covering competitions to take place in 2014 and first quarter 2015 was agreed with the then Minister. To date competitions have taken place for Clerical Officer, Executive Officer and Administrative Officer. In addition competitions for Graduate Economists and ICT Specialists have been run by PAS. In addition, new arrangements for increasing open recruitment at the more senior grades of Assistant Principal and Principal levels were agreed in mid 2015 and open competitions have been held at these grade levels. Open recruitment continues to be the norm at the Secretary General and Assistant Secretary levels	Green
	(b) Mobility	Q2 2014 - Q3 2014	Mobility policies in place at Assistant Secretary and Principal levels. A pilot mobility policy is currently in place for grades at Clerical Officer and Executive Officer level in two locations. This will be mainstreamed to all levels up to Principal during 2017	Green
	(c) Talent management and succession planning protocols	Q1 2015 - Q4 2016	Action 10 of the Civil Service Renewal Plan contains a commitment to the introduction of structured and transparent talent management programmes to develop future leaders in the Civil Service. As part of the implementation of this Action, two Executive Leadership programmes have been developed targeted at (1) Senior Public Service (SPS) and (2) Principal Officer (PO) levels. The SPS level programme launched in December 2016 with the PO level programme expected to launch in Quarter 2 2017. The purpose of the programmes is to encourage, support and develop those at senior management levels who are interested in progression to a higher level to ensure that they are in a position to compete for top level posts across the public service	Green
iii	Develop options for workplace de-layering	Q1 2014 - Q4 2014	Negotiations with staff side currently being finalised in relation to the integration of the Staff Officer and the Executive Officer grade. Residual issues will be considered under the Conciliation and Arbitration Scheme on 8 March 2017	Amber
4.2.2	Capacity Building through focusing on:			
i	Learning and development - implementation of learning and development shared services project	Q1 2014 - Ongoing	A baseline of existing Learning and Development provision across 40 Public Service Bodies was issued and feedback from those Bodies received. A feasibility study and business case on a future delivery model for Learning and Development is complete and work will be advanced in the context of the Civil Service Renewal Programme	Green
ii	Pilot Mentoring Programme	Q2 2014 - Q2 2015	A mentoring programme was piloted across Departments and Offices, aimed at helping Administrative Officers to make the transition to their new role in the Civil Service. Based on positive feedback from mentors and mentees, mentoring now forms part of the Graduate Development Programme that was piloted across the Civil Service in 2015 and rolled out more extensively in 2015	Complete
iii	Strengthen leadership and management capacity	Q1 2014 - Ongoing	To be considered in the context of implementation of the Civil Service Renewal Plan	Green

Ref. No.	Action	Start - End Dates	Summary of Progress	Status (RAG)
4.2.3	Strengthen performance culture			
i	Continuous improvement of performance management systems	Ongoing - Q4 2014	The electronic performance management system, ePMDS, was rolled out to 14 Departments/Offices in February 2014 and the system is performing well. We have moved from a 5-point rating system to a 2-point rating system from 2016 (now satisfactory or unsatisfactory), with a greater emphasis on ongoing effective management of performance throughout the year	Green
ii	Review framework for managing underperformance	Q1 2014 - Ongoing	Planning for the review of the operation of the Guidelines for Managing Underperformance is underway	Green
4.2.4	Enable and support strategic HR			
i	Establishment of a HR Shared Service and the shift of transactional work away from retained HR units. This is covered in more detail in Section 2.2 of this Action Plan		See section on Shared Services	Green
ii	Establishment of a retained HR project to support Departments in the shift to the HR Shared Service and monitor the resulting savings	Ongoing - Q4 2015	A mid term review of the business case for the Human Resources Shared Service (PeoplePoint) project, which was carried out in late 2014, estimated that savings of €3.7m had been made at that point in time in the cost of delivering transactional HR to the first three tranches of PSBs that transitioned to PeoplePoint. The transition phase of the project has now been completed and a review is underway to estimate the savings made across all in scope PSBs. This review will also capture the changing landscape in terms of structure and function across the participating PSBs which will support better human resource management across the civil service	Red
iii	Develop HR Strategy for the Civil Service	Q3 2014- Ongoing	An overarching People Strategy for the Civil Service is currently under development. It is expected to be complete in Q2 2017. The new strategy will focus on three strategic HR cross-cutting priorities including: <ul style="list-style-type: none"> • Being an Employer of Choice • Build the Workforce for the Future • Value, Build and Support Managers as People Developers The Strategy will also focus on an enabling priority of positioning HR as a strategic driver which will support the delivery of the three key priorities	Green
iv	Implementation and Review of new Sick Leave scheme for the Public Service	Ongoing - Q2 2015	A Review of the operation of the Public Service Sick Leave Scheme was carried out by this Department and was completed in July 2016. A number of recommendations were identified with the aim of improving the operation of the Scheme	Complete

Ref. No.	Action	Start - End Dates	Summary of Progress	Status (RAG)
v	Consolidation of HR policies to be a set of simplified and streamlined policies and processes	Q1 2014 - Ongoing	<p>A new Dignity At Work policy was finalised in 2014 and launched in 2015. The new policy is more streamlined and user friendly and places a strong emphasis on the use of informal dispute mechanisms including mediation. The implementation of the policy is supported with a framework of external investigators which can be accessed where Departments have to investigate an issue</p> <p>During 2015 and 2016 there was a comprehensive review of the Disciplinary Code to reflect the requirements of Employment Law and the need for a clear streamlined process. The revised Code came into operation in September 2016 and was accompanied by a Handbook for Managers to support implementation. In addition to the Handbook, training in the Code was provided to HR Units during April/May 2016 and training for internal appeals officers was rolled out in November 2016</p> <p>A new Underperformance Policy was also developed in 2015/2016 and came into effect on 1 January 2017. This policy provides clear steps to be followed when dealing with Underperformance and clear linkages to the Disciplinary Code when performance fails to reach the standard</p> <p>During 2017 work will commence on a review of the Equality and Diversity policies</p>	Green
vi	Development of a career path / training for HR	Q1 2015 - Ongoing	<p>Later start date. The establishment of a HR career path will be addressed as part of the Civil Service HR Strategy. Anticipated delivery date Q2 2017</p>	Green
vii	Review / Develop appropriate structures for delivering strategic HR	Q1 2016 - Ongoing	<p>Later start date. The Civil Service HR Strategy will enhance strategic HR capability in the Civil Service and will address the transformation of the HR operating model (i.e. HR roles, policies/processes and technology) for the delivery of professional HR services. Anticipated delivery date Q2 2017</p>	Green

4.3 Organisational Performance

Ref. No.	Action	Start - End Dates	Summary of Progress	Status (RAG)
4.3.1 Strategy Statements and Performance Building				
i	All Government Departments/major offices will publish Strategy Statements in line with the timetables set out in the Public Service Management Act 1997	Every 3 Years	All Government Departments published new Strategy Statements for the period 2015-2017, in line with the statutory timetable set out in the Public Service Management Act 1997	Complete
ii	Develop revised guidelines for the publication of Strategy Statements to ensure that they are better aligned with priorities and focused on key outcomes	Q1 2014 - Q2 2014	The Department of the Taoiseach brought a Memorandum to Government on this issue in Q3 2014	Complete
iii	The Strategy Statement and Business Planning processes should be fully integrated with the performance budgeting process and the Ireland Stat initiative (see also actions under Public Expenditure Reforms)	Ongoing - Ongoing	All Departments produce Statements of Strategy and are required under legislation to submit these to a new Minister within 6 months of their appointment. These three year strategies guide the development of annual Business Plans, which in turn inform the performance information published in the Revised Estimates Volume. There has been a strong focus on enhancing the quality of this performance information as part of overall budgetary reforms in recent years	Green
4.3.2 State Agencies				
i	Complete the State Agency Rationalisation Programme	Ongoing - Q3 2014	The programme of rationalisation of State Bodies has been substantially achieved, with more than 90% of the bodies to be merged or rationalised now completed	Green
ii	All Departments should ensure that appropriate Service Level Agreements (SLAs) or their equivalent are in place with State Agencies under their aegis	Ongoing - Ongoing	This is a matter for all Secretaries General. The forthcoming revision to the Code of Practice for the Governance of State Bodies (see below) will include a provision requiring State Agencies to agree rolling multi-annual performance frameworks with their parent Departments. The Integrated Reform Delivery Plans indicate that more Departments are concluding SLAs with their agencies than heretofore	Green
iii	Develop an updated Code of Practice for the Governance of State Agencies	Ongoing - Q1 2014	The Updated Code of Practice for the Governance of State Bodies 2016 has been completed and was published by the Minister for Public Expenditure and Reform Paschal Donohoe on 17 August. It is available at www.govacc@per.gov.ie	Complete
4.3.3 Business Process Improvement				
i	Deliver business process improvement (BPI) projects within the Department of Public Expenditure and Reform	Q1 2014 - Q4 2016	The Business Consulting Unit supporting OGCI0 in delivering an Electronic Records Management project (edocs)	Complete
ii	Advise other Departments, Offices and Agencies on BPI, capacity review and change management	Q1 2014 - Q4 2016	The Business Consulting Unit advised one client organisation on a tender for an efficiency and capacity review	Complete
iii	Manage the Public Service wide BPI Network and facilitate the sharing of BPI case studies, learning from others, common tools and techniques, best practice and networking opportunities	Q1 2014 - Q4 2016	The BPI Network met in July 2015. How the BPI's work can continue will be considered in the next phase of reform	Red
iv	Manage the BPI website	Q1 2014 - Q4 2016	Membership of the Network's website totalled 144 practitioners at the end of Quarter 4	Green
v	Manage the annual BPI conference to showcase best practice	Q1 2014 - Q4 2016	There are no plans to hold a further BPI Conference. The role of the BPI will be considered in the next phase of reform	Red
4.3.4 Risk Management				
i	All public bodies should have formal risk management processes and in particular should integrate risk management into their business planning systems	Ongoing - Ongoing	This is a matter for all Secretaries General/Heads of Offices	Green
ii	All projects under this Reform Plan should adopt a rigorous approach to risk management as part of their project management methodology	Q1 2014 - Q4 2016	A risk management handbook for reform projects has been completed and made available on the Reform Office portal	Complete
iii	Update Guidelines on Risk Management for Government Departments/Offices	Q2 2014 - Q3 2014	The Updated Risk Management Guidance for Government Departments and Offices has been completed and was published in February 2016. It is available at http://govacc.per.gov.ie/risk-management/	Complete

4.4 Delivery of Reform

Ref. No.	Action	Start - End Dates	Summary of Progress	Status (RAG)
4.4.1	Enhance delivery capability and capacity across Public Service			
i	Ensure that the Reform and Delivery Office plays a strong role in developing capacity and sharing best practice across reform teams in all Departments/Offices	Q1 2014 - Ongoing	The Reform and Delivery Office is continuing to support the development of capacity for reform in Government Departments and Offices through a series of networks, the provision of learning resources on the reform portal and sharing best practice through stakeholder engagement, presentations, conferences and other communications. The RDO is also providing change management, plain language, service design and external service delivery training for other public bodies (see below)	Green
ii	Continue to develop capacity and capability for reform within Departments, Offices and sectors, including through strong programme management arrangements and the provision of upskilling opportunities	Q1 2014 - Q4 2016	<p>This is the responsibility of all Secretaries General throughout the lifetime of the Reform Plan. The Reform and Delivery Office is also providing appropriate support in this context. For example, an external company was engaged to provide tailored change management training for reform teams in Departments, Offices and wider sectors. Four (2 day) training courses took place in the first half of 2015, with 80 staff attending. A second external company was engaged to provide further training up to a maximum of 10 courses) in this area in 2015 and 2016 - three took place in 2015 and seven in 2016</p> <p>The RDO also coordinated an initiative on Service Design Training which led to 80 public servants being trained in service design approaches, including co-creation with service users. In addition five 'plain language' training courses were organised by the RDO and delivery - four in Q4 2015 and one in Q1 2016</p> <p>A benefits management workshop, facilitated by Deloitte and organised by the RDO took place on 16 December 2015 and the development of a benefits management guide is being considered by the RDO</p>	Complete
iii	Ensure that reform teams in Departments/Offices are adequately resourced for their key roles in leading and co-ordinating implementation	Q1 2014 - Ongoing	This is the responsibility of all Secretaries General throughout the lifetime of the Reform Plan. The Reform and Delivery Office will provide appropriate support and guidance in this context	Green
4.4.2	Ensure effective governance structures are in place to drive the delivery of reform			
i	Continue to support the Cabinet Committee on Public Service Reform in setting the strategic priorities for reform and driving accountability for the reform programme	Q1 2014 - Q4 2016	<p>The Cabinet Committees on Social Policy and Public Service Reform were merged on 17 September 2014 to form the Cabinet Committee on Social Policy and Reform (CCSPR)</p> <p>The Reform and Delivery Office supports the Cabinet Committee on Social Policy and Public Service Reform through the development of regular progress reports on the delivery of the Public Service Reform Plan and other papers for its meetings. Public Service Reform items were included at two meetings of the Cabinet Committee in 2015 (on 23 February and 25 May); and Public Service Reform was discussed at a Senior Official's Group on Social Policy and Public Service Reform on 5 December 2016</p>	Complete
ii	Review the overall governance model for reform which was established under the first Reform Plan to ensure that it meets ongoing requirements	Q2 2014 - Q2 2014	Following a review in consultation with all Departments/Offices, the role of the Reform Delivery Board has been significantly revised and it has been renamed the Reform and Innovation Network (it met four times in 2015 and four times in 2016). The role of the Advisory Group of Secretaries General has also been considered and it has been decided to maintain its role, though this will be kept under review in the context of new structures under the Civil Service Renewal Plan	Complete

Ref. No.	Action	Start - End Dates	Summary of Progress	Status (RAG)
iii	Consider the inclusion of an external perspective in the delivery of reform with options to include appointing external nominees to the current governance model or establishing an external Reform Advisory Board	Q2 2014 - Q2 2014	A new Civil Service Accountability Board (which includes external members) as provided for in the Civil Service Renewal Plan has been established. Other external involvement in the overall reform governance model will be kept under review in light of experience here. It has been agreed that the Reform and Innovation Network should invite more external speakers under its new terms of reference, and this has proven beneficial in practice	Complete
iv	Review the programme management and governance arrangement in each of the four main sectors to ensure that they are fit for purpose	Q2 2014 - Q3 2014	In the context of developing a new Programme Management Handbook, the approach of each sector to the programme management and governance of Public Service Reform has been captured in one document and one format for the first time. It is considered that more time is needed to allow these relatively new structures to bed down further but that they should be kept under review, particularly to ensure that appropriate stakeholders are an integrated part of the governance model. Some sectors have already revised their models and the RDO remains available to provide guidance and support for any further changes	Complete
v	Continue to use the model of Senior Responsible Owners, Project Managers and Programme Boards for major projects under the Reform Plan	Q1 2014 - Q4 2016	Through its reporting mechanisms, the Reform and Delivery Office has assigned lead officials to all 227 actions in the Reform Plan. Senior Responsible Owners are assigned to all major projects and for the main initiatives under the IRDPs. The RDO continues to promote best practice in project and programme management in Departments and Offices, as well as in the Reform and Delivery Office itself	Complete
4.4.3 Ensure effective planning and reporting on reform				
i	All Departments/ major Offices will prepare annual Integrated Reform Delivery Plans	Q1 2014 - Q4 2016	All Departments and major Offices completed Integrated Reform Delivery Plans for 2016. (All 2015 plans have previously been published.) These plans included key reform commitments (sectoral and cross-cutting), as well as implementation of the Haddington Road Agreement. Reporting on these plans was conducted quarterly for the four main sectoral Departments and every six months for other Departments and Offices. 2016 IRDPs were modified to take account of developments such as the Civil Service Renewal Programme and the Lansdowne Road Agreement	Complete
ii	Report regularly to the Cabinet Committee and other levels of governance on the implementation of the Reform Plan and the Haddington Road Agreement	Q1 2014 - Q4 2016	The Reform and Delivery Office reported on progress made under Public Service Reform and the Haddington Road Agreement to the Cabinet Committee on Social Policy and Public Service Reform as well as the Advisory Group of Secretaries General up until mid-2015	Complete
iii	Publish a progress report on Public Service Reform each year	Q4 2014 - Q4 2016	A second Progress Report on the 2011 Reform Plan was published alongside the new Public Service Reform Plan in January 2014. The first Annual Progress Report under the 2014-2016 plan was published in March 2015 and a second Progress Report was published in April 2016. Two major conferences on Public Service Reform and Innovation took place, one in March 2015 and one in July 2016 - both were attended by over 350 public servants from across the Public Service. It is anticipated that a final progress report on the existing Reform Plan will be published by early Q3 2017	Complete

Ref. No.	Action	Start - End Dates	Summary of Progress	Status (RAG)
4.4.4	Effectively communicate the Public Service Reform Plan			
i	Develop and implement a comprehensive internal and external communications plan to support the implementation of the renewed wave of reforms	Q1 2014 - Q4 2014	This is ongoing over the lifetime of the Reform Plan	Complete
ii	Use the Reform Office web portal as a key repository of tools for delivering reform and source of information for public servants	Q1 2014 - Q4 2016	<p>The Reform Portal is updated with news items, including events, and latest resources on a regular basis. A subscriber newsletter giving updates on latest news on the reform agenda and details of upcoming events, training and seminars is issued regularly. 7 newsletters were issued in 2015 and 6 in 2016</p> <p>A comprehensive Programme Management Guide was added to the Portal in March 2015</p> <p>A revised guide to the use of plain language, called A Plain English Style Guide for the Public Service, was issued in September 2016 and uploaded to the portal</p> <p>The portal now (since late 2016) hosts the Project Managers' Network which includes an extensive range of resources on project management, including a new Project Management Handbook for the Civil Service</p> <p>Work is also underway to finalise a number of case studies on reform with a view to publishing these on the RDO portal in 2017</p>	Complete

