

1. Summary of Main Progress Achieved in the 9 Month Period 1 April 2012 to 31 December 2012

Overview

The protocols and provisions of the Public Service Agreement 2010-2014 provided a context and framework for the achievement of a number of significant service initiatives in the Department of Social Protection. Highlights of these achievements are as follows:

- The development and roll-out of a new integrated employment and payments service, Intreo, as outlined in the Pathways to Work policy, and the associated introduction of new work practices, structures and processes
- The transfer of the functions of the Community Welfare Service of the HSE and the Employment Support and Community Services of FÁS to the Department
- The on-going integration of nearly 3,000 staff into the Department since 2009 and the development of new integrated and streamlined services to clients
- The continued introduction of new IT systems and business processes to improve service quality and efficiency
- The development and roll-out of the Public Services Card

The successful transfer of the staff and functions has provided a platform for the Department to deliver services to customers in a fundamentally different and more efficient way as evidenced in the following summary under the headings of Delivering for the customer, Better business processes and Better human resource management.

Delivering for the Citizen; Development of the new integrated service Intreo

The Programme for Government determined that Intreo should provide an integrated service which would deliver a One-Stop-Shop for people seeking to establish their benefit entitlement, looking for a job and seeking advice about their training options. The Public Service Agreement provided the circumstances whereby service elements of previously separate organisations were brought together to allow for the delivery of the necessary service reforms. While Trade unions raised issues with some of the proposed initiatives, such as unglazed reception areas and longer opening hours, these issues were determined, without undue delay, in the Department's favour using the binding arbitration process provided for under the PSA.

Intreo, the new integrated One-Stop-Shop employment and support service, was launched on 15th October 2012 by An Taoiseach, Enda Kenny and Minister Joan Burton TD. Integrated processes have been developed for reception, assessment/decisions and an activation model. Ten Intreo offices are now in operation. The Public Service Agreement has provided the overarching framework which facilitated the following service improvements:

- As part of the Intreo service the previously separate processes involved entitlement, investigation and decision have been brought together in a single decisions team. For the customer this reform has significantly reduced the time between the making of the claim and the decision and payment of the claim. For the Department the reform has reduced service demands at the office through reduction in footfall and phone queries
- The extension of Local Office opening hours in its Intreo offices means that a range of services will be provided to customers between 9.15am and 5.00pm.
- The PSA also provided the framework which enabled the Department to proceed with some significant process and systems improvement in its claim processing areas, notwithstanding trade union opposition to the changes. Under the terms of the PSA staff can be asked to co-operate with the changes pending the determination of the issue as part of the dispute resolution process. The Department has used this provision on a number of occasions to implement changes in advance of the issues being determined.

The Department is undergoing significant change across all divisions and many scheme areas are undergoing significant revisions in order to better align with customer requirements and budgetary changes. Examples of developments in the provision of activation supports are as follows:

- A recent independent evaluation of the JobBridge Internship Scheme, conducted by Indecon Economic Consultants, found that 56% of placements had progressed into employment on completion of their internship, equating to over 3,100 interns who have progressed into employment by the end of September 2012. In excess of 7,000 companies have participated in the scheme to date
- The new Departmental website, www.welfare.ie went live to the public on 10th January 2013 and the new site now includes dedicated Jobseeker and Employer areas.

Better Business Processes

The Department is engaged in a multi-annual transformation programme of business change with the objective of supporting the development of the new integrated service and business model. In addition to the roll of the new integrated Intreo Offices the following improvements have been made in the Department's supporting business processes:

- The rollout of the Public Services Card continued with a significant increase in numbers averaging 1,100 registrations per day in the latter half of 2012. This rate will increase significantly during 2013. In addition the pilot of an external means system involving other Departments and agencies has been completed and is now being evaluated.
- The review and rationalisation of accommodation is on-going with 113 closures of former HSE offices, closure of 8 former FÁS employment offices and co-location of CIB, CIS and MABS offices underway in a number of locations
- The modernisation of the Department's office processes continues under the Regional Service Development team and Business Process Improvement (BPI) initiatives have been implemented in many client facing services such as Illness /Disability scheme areas
- The re-organisation of regional structures to reflect the integration of services was completed in May 2012 with the establishment of three regional structures comprising thirteen divisions nationwide
- Streamlining of services, a number of joint initiatives are underway with the Revenue commissioners, for example sharing of data in relation to self-employed PRSI contributors
- The Citizens Information Board (CIB) has undertaken a significant development project in the ICT area to rationalise and enhance the telecoms infrastructure for CIB, CIS and MABS. This project will yield considerable benefits to CIB and the CIS and MABS services and will provide a platform on which to build Single Point of Telephone Contact services
- The Pensions Board has continued to implement their strategy and prosecution guidelines in respect of employers who fail to discharge their obligations under the Construction Workers Pension Scheme with the initiation of 25 criminal prosecutions, the recovery of €1,328,341.89 in employer and employee contributions restored to the scheme Trustees and fines of €14,060 imposed

Better Human Resource Management

The Department and its agencies achieved its ECF target of 6,744 during 2012. Workforce planning activity is underway with a view to maintaining service delivery and supporting the implementation of key strategic priorities while achieving the revised 2013 target of 6,546, a reduction of 198 posts on 2012. Organisational restructuring and redeployment of staff continue apace with the integration of almost 3,000 staff since 2009. In addition a number of developmental initiatives have begun to develop the culture and values of the new integrated organisation as follows:

- A comprehensive staff attitudinal survey was conducted late 2011/early-2012 eliciting employee views of their work, how they are managed and attitudes to change. In response to the survey, the DSP Management Board has put in place a wide-ranging action plan to address the issues raised, including increasing the capacity of managers to perform their HR role
- The Department is seeking an external partner to work with its Staff Development Unit to develop a suite of accredited in-house and externally delivered career-path training for its staff.
- A culture and values review has been initiated to develop and align culture and values with the new expanded organisation
- An Engagement and Innovation Programme has been developed to engage and empower staff and to facilitate organisation-wide innovation. The first meeting of the programme's Strategic Leadership Team took place in December 2012
- In addition to the significant redeployment and integration of staff, a new multi-faceted approach has been taken to reduce absenteeism in line with centrally agreed targets and as a result, the number of long term absences has been reduced significantly. An Absence and Resumption system has been introduced and a new on-line PMDS has also been developed.

2. Detailed Progress Update for the 9 months – 1 April 2012 to 31 December 2012

1. Better human resource management			
<i>To include, for example, actions around the reduction of staff numbers; the redeployment of staff to areas of greatest need; the restructuring/reconfiguration of service delivery; changes to work practices; revisions in attendance arrangements; absence management; performance management etc.</i>			
Terms of the Public Service Agreement 2010 – 2014 (ref to relevant paragraph)	Action	Timeframe	Progress Update 1 st April 2012 to 31 st December 2012
<p>Resources</p> <p>1.1 1.3 1.4 1.5 1.6 4.1 4.3 4.4</p>	<p>Reduction in Public Service Numbers: Implementation of the Department's Employment Control Framework to reduce staffing numbers while maintaining services to the greatest possible extent. (PSR Cross-cutting para.13)</p> <p>The Department will reconfigure and reorganise its business to manage within these lower staffing ceilings and will only request exemptions to the moratorium in exceptional circumstances. These figures represent the staffing ceilings in the pre-merged organisation.</p>	<p>For the lifetime of the Agreement</p> <p>ECF 2011: 6,294</p> <p>ECF 2012: 6,744</p> <p>ECF 2013: 6,546*</p> <p>ECF 2014: 6,318*</p> <p>ECF 2015: 6,229*</p> <p>NOTE: The total figure is made up of an ECF for the Department and an ECF for the Agencies.</p>	<p>1.1 The Department achieved its 2012 ECF target of 6,744 against a backdrop of increased demand for its services, the requirement to maintain service delivery, reorganise its structures to underpin the integration of staff and functions of FÁS, CWS and DSP and at the same time deliver key elements of the Public Service Reform Programme. A comprehensive workforce planning programme is underway with a view to achieving the revised 2013 target of 6,546, a reduction of 198 posts on 2012. (see also 1.7 below)</p> <p>The agreement with D/PER, in the context of the transfer of functions of FÁS and CWS, provided for 300 HEO posts to be converted to other grades (150 of which are to be at EO level) over time and subject to operational needs. Work has commenced on the revision of the grading profile of the Department's staff as part of the workforce planning process. The initial approach is to examine the appropriate grading which applies as individual vacancies arise. It is intended to work with the staff side during 2013 to progress a more structured approach to the revision of the grading profile.</p>

<p>Redeployment</p> <p>1.6 1.7 1.8 1.10 4.3 4.4 6.3</p>	<p>Redeployment within Public Service</p> <p>DSP now has a much wider role in relation to the provision of activation, employment, and community services and income support following the reorganisation of Departmental responsibilities announced in March 2010. The transfer of functions brings together employment supports and associated income support services in one organisation.</p> <p>The addition of almost 2,000 Community Welfare Service (CWS) and FÁS staff, together with responsibility for a wide range of activation programmes at local level, will enhance our ability to interact directly with all our customers of working age in effective and innovative ways. This will be achieved in the context of a new service vision and model that provides personalised assistance and co-ordinated/integrated delivery of payments and services. (PSR Sectoral paras. 1.1.5 & 1.1.6)</p> <p>That reorganisation provides both opportunities and challenges and includes a refocusing of interventions and support services, increased resource capacity and capability, and significant issues with regard to assimilation of very large numbers of staff and new responsibilities.</p> <p>Complete review of Agencies - Pensions Board and Pensions Ombudsman. (PSR Cross-cutting para. 8)</p> <p>Divert staff from elsewhere in public service to clear the social welfare appeals backlog, and introduce a consolidated appeals process.(PFG 3.40.4)</p> <p>There will be a flexible approach by staff to redeployment so as to best meet the changing needs of the CIB organisation. This will include redeployment to cover posts deemed critical by CIB management.</p>	<p>Qtr 2 2012.</p> <p>Ongoing.</p>	<p>1.2 Some 154 staff have been transferred or redeployed into the Department during the reporting period.</p> <p>As a lead user of the redeployment process the Department worked with D/PER on developing and refining a Toolkit for the operation of Redeployment in the Public Service to improve the speed and efficiency of the process.</p> <p>1.3 Work of Group completed in Qtr 4 2012 with drafting of Report underway.</p> <p>1.4 Significant resources and efforts have been put into reducing backlogs and improving processing times for appellants, including the assignment of additional Appeals Officers, retaining retired experienced Appeals Officers for 18 months, improving business processes and implementing a new operating model. The total number currently serving as Appeals Officers is 41.</p> <p>1.5 Four acting up arrangements (without additional remuneration) were agreed. Subsequent to the organisation re-structure there were additional eight (8) re-assignments to vacant posts deemed critical by CIB management.</p>
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	Following complete CIB organisation re-structure, draft internal staff rotation/mobility policy to be developed.	Qtr 4 2012.	1.6 Internal procedure now in place with formalisation of same being completed by HR Working Group.
H.R. and Performance Management 1.13 4.12	Continue to implement Human Resource Strategies to: <ul style="list-style-type: none"> ○ Implement an effective manpower planning policy and allocate the deployment of staff to ensure that the needs of the DSP and its customers are met. (PSR Cross-cutting para. 13) ○ Promote a culture of pride, innovation and performance. ○ Build capacity, competence, knowledge and leadership of our staff. 	2011 and on-going over the lifetime of the Agreement.	<p>1.7 The Department was represented on the inter-departmental group which devised the workforce planning process for the Public Service. The first iteration of the DSP workforce plan was submitted to D/PER in August 2012.</p> <p>The next stage of the workforce planning process has commenced which includes a review of resources currently deployed across the Department. The aim is to focus on staffing and operations within the Department's regional structure in the first instance, and extended to HQ locations. The aim is to identify the appropriate staffing complement and grading system to meet the business demands of the future within the reducing ECF targets. This includes:</p> <ul style="list-style-type: none"> • a business process improvement project • a review of the current staffing numbers, grade mix and work volumes by location to ensure the Department's business is conducted in the most efficient and effective manner possible • six meetings conducted during the last quarter of 2012 between the Department's HR Division and Divisional management teams to promote effective workforce planning in the context of achieving the ECF target. Further meetings are planned for 2013 • the development of HR and learning & development strategies to underpin the implementation of the workforce plan. <p>1.8 - 1.9 In response to the comprehensive staff survey conducted in late 2011/early-2012 (employee views of their work, how they are managed and attitudes to change), the DSP Management Board (MB) has put in place a wide-ranging action plan to address the issues raised, including increasing the capacity of managers to perform their HR role. Quarterly updates on action plan progress will be reported to the MB and to staff. An extensive follow-up communications exercise is underway, facilitated by the Department's Principal Officers, to provide all staff with a further opportunity to raise issues and input to the action plan which has been developed to address issues raised in the survey. The outputs from this process are a key element of the Department's HR/Training Strategy consultation process. In addition, a selection of staff with suitable qualifications (identified from a recent qualifications survey), were invited to input into the development of the draft Training Strategy.</p> <p>The promotion of a culture of pride and performance within the newly integrated organisation will be a key objective of these strategies.</p> <p>The Department is seeking an external partner to work with its Staff Development Unit to develop a suite of accredited in-house and externally delivered career-</p>

	<ul style="list-style-type: none"> ○ Enhance the partnership process to encourage staff to take an active role in decisions which affect them and customers. <p>Performance Management arrangements will be strengthened, including:</p> <ul style="list-style-type: none"> ○ Improved measures to tackling underperformance through the implementation of the revised PMDS process.(PSR Cross-cutting para.11 & 12) ○ More extensive use of individual quantitative and qualitative performance targets. 	<p>Qtr 4 2012.</p>	<p>path training for its staff. As a first step, a request for Information (RFI) was prepared and published on e-tenders in January 2013. It is then planned to proceed to prepare and issue a Request for Tenders.</p> <p>The Department has developed and is continuing to roll out an in-house Deciding Officer training programme to support frontline staff in their determination of complex scheme decision and their provision of excellent customer service. This has been delivered to 100 staff to date.</p> <p>Induction training was delivered to 542 staff and managers who transferred into the Department from FAS Employment Services in January 2012.</p> <p>The Department's Management Development programme was re-designed internally to increase the focus of managers on innovation and performance, both for themselves and for their staff. The programme has been delivered to 257 managers at SO to HEO grades.</p> <p>Newly introduced training to reflect current business and customer needs saw the launch of new Habitual Residence Condition training, with 312 staff trained between April and December 2012.</p> <p>In addition, 381 staff were trained and accredited in non-violent crisis intervention.</p> <p>1.10 Work on re-invigorating the staff engagement process has commenced. The Department's new approach has been agreed in principle with the civil service unions. In addition the Department is preparing to issue a Request for Tender to bring in external assistance to identify and clarify the core values of the Department and build a culture of employee engagement and empowerment for improved performance. The final meeting of the Partnership Steering Committee was held on 27 November 2012. The first meeting of the Strategic Leadership Team was held on 17 December 2012.</p> <p>1.11 – 1.12 The Department's HR Division works actively with managers to help them deal with underperformance at an early stage. Tackling underperformance emerged as a key issue in the Department's staff survey and is reflected in the action plan.</p> <p>A presentation to assist managers in identifying and dealing with the issue of underperformance with the support of HR Division was delivered to 70 staff in Qtr 4 2012 and will continue in 2013.</p> <p>D/PER Underperformance Guidelines form part of the PMDS training being delivered to 1,700 staff members (formerly FÁS/CWS). This training began in Qtr</p>
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	<ul style="list-style-type: none"> ○ Identification and promotion of best management practice within the Department (business plan development and monitoring, unit meetings, delegation, coaching, etc.). ○ Increase awareness of issues identified in the survey carried out as part of the review at end of 2009 among Departments. ○ All promotion to be through merit-based, competitive procedures, using the most appropriate screening and selection processes for the posts to be filled. ○ Develop an accredited capability programme to underpin the development, acquisition and recognition of skills required in various areas of the Department, thereby improving overall performance and reducing costs. <p>Review contracts with Branch Office Managers.</p> <p>Review salaries paid under the employment support subhead.</p>	<p>Qtr 1 2013.</p> <p>Qtr 2 2013.</p>	<p>4 2012 and will be completed in Qtr 1 2013. An on-line version of this training/information has also been developed in the Department and will be made available to all staff during Q1, 2013.</p> <p>1.13. A new professional development programme for Principal Officers was launched, with three modules delivered during 2012 and psychometric assessments and feedback on leadership profiles delivered to 15 Principals. This includes a mentoring programme for newly-promoted Principal Officers.</p> <p>The Department's Management Development programme was re-designed internally to increase the focus of managers on innovation and performance, both for themselves and for their staff. The programme has been delivered to 257 managers at SO to HEO grades.</p> <p>1.14 See 1.11–1.12 above.</p> <p>1.15 Subject to sanction from DPER, it is the Department's policy to promote, through merit-based competition, to establish panels to fill priority vacancies in locations where staff are not available from the redeployment or transfer panels. In light of its significant staff numbers, the Department is actively working with the Public Appointments Service to develop more efficient pre-selection testing for its internal competitions.</p> <p>1.16. The Department is seeking an external partner to work with its Staff Development Unit to develop a suite of accredited in-house and externally delivered career-path training for its staff. As a first step, a request for Information (RFI) was published on e-tenders in January 2013. It is planned to prepare and issue a Request for Tender (RFT).</p> <p>1.17 Negotiations have commenced with Branch Office managers to review remuneration and services. The approach to be taken will be determined by the business sides with support from HR.</p> <p>1.18 The CSSO has advised that the Department should not determine salaries or other conditions of employment of staff employed by the Local Employment Service (LES). These are matters for the contractors as employers. Salaries and other conditions of employment will be determined by the LES contractors within agreed contract allocations under new contracts for 2013. The level of funding for LES has not been reduced but under the new contracts the LES has agreed to increase their productivity, i.e. increase to 66,000 the number of new registrant cases [actual number in 2012 was 32,254]. Salary levels under the Community Employment programmes have not been reviewed but increased efficiencies are</p>
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			being secured. Likewise, salaries under TÚS programme have not been reviewed.
<p>Recruitment</p> <p>1.7 1.13 4.3 4.11 6.3.1 (i) 6.3.3</p>	<p>Extend recruitment options to help manage work demands (within the ECF), including redeployment within the Department and from other parts of the public sector, part-time working, recruitment of temporary staff, open recruitment where skills are not readily available.</p> <p>Participate fully in the Civil Service Human Resource Shared Service initiative. (PSR Cross-cutting para.3)</p>	<p>2011 and ongoing over the lifetime of the Agreement.</p>	<p>1.19 Within the confines of the Government moratorium on recruitment, the Department recruited temporary staff to deal with seasonal demands of the Respite Care Grant, Back to School Clothing and Footwear Scheme, Redundancy and Insolvency schemes and to reduce a backlog of decisions in Longford Headquarters Office. In addition limited sanction was received in 2012 to recruit 150 staff, to begin the rollout of the Public Services Card. These staff were sourced via redeployment in locations where staff were available and from the recruitment of temporary staff.</p> <p>1.20 The Department has played a lead role in the development of Peoplepoint (the HR Shared Service). It is represented on the project's Management Board and Design Authority provided subject matter experts to inform the development of the new business processes. This included the secondment of two staff members to the project. In addition arrangements are underway to facilitate the transfer of up to 28 DSP staff (AP to CO) to Peoplepoint between January and March 2013. The Department's HR Division has commenced preparation for the transfer of its transactional functions to Peoplepoint in 2014. An in-house Business Process Improvement project undertaken in Qtr 4 2012 identified process and structural improvements. A dedicated team will be established in Qtr 1 2013 to implement the identified improvements and to commence a data clean-up project.</p>
<p>Attendance Patterns</p> <p>1.4 1.8 4.1 4.4 4.10</p>	<p>Review, and revise as appropriate, arrangements governing shift working, overtime working, shorter working year and other atypical work patterns, to better meet the business needs of the organisation and to deliver public services outside standard office hours. Initially focus on:</p> <ul style="list-style-type: none"> ○ Extension of opening hours at Local Offices. 	<p>Ongoing over the lifetime of the Agreement.</p> <p>Ongoing over the lifetime of the Agreement.</p>	<p>1.21 Following the outcome of the business continuity exercise undertaken in HR, the Department limited the options available to staff for the Shorter Working Year Scheme 2012 to ensure the continuity of service during the year.</p> <p>1.22 The Arbitration process under the Conciliation and Arbitration Scheme for the Civil Service has concluded and allows for the Department to proceed with an extension of public opening hours in its Intreo offices.</p> <p>Arrangements are now being put in place for the implementation of this new regime involving an opening time of 9.15am Monday to Friday, a closing time of 5.00pm Monday to Thursday and a 4.30pm closing time on Friday.</p>

<p>Attendance Patterns & Management 1.4 1.8 4.9</p>	<p>Reduce absenteeism through more active management of absences.</p> <ul style="list-style-type: none"> ○ Implement policies re under-performance. (PSR Cross-cutting para.12) ○ Revise sick leave arrangements. (PSR Cross-cutting para.12) 	<p>10% reduction in days lost by 2014.</p> <p>Qtr 2 2012.</p> <p>Qtr 3 2012.</p>	<p>1.23 – 1.24 A multi-faceted approach is being taken in DSP to reduce absenteeism in line with centrally agreed targets. The impact of long term absences is statistically significant in the Department as a relatively small number of staff account for a large number of working days lost. A proactive campaign to target long term absences was undertaken by the HR Division in 2011 and 2012. As a result, the number of absences of six months duration or greater was reduced from 103 at the end of December 2011 to 7 re underperformance.7 by the end of December 2012. See also 1.11–1.12</p> <p>The remaining staff continue to be pro-actively managed to facilitate their return to work where possible. A new automated Absence and Resumption system was developed during 2012 and is in operation with effect from January 2013. The system will allow HR and managers to monitor absences on an on-going basis and identify cases where early intervention is required. Following their automatic referral to the CMO after 4 weeks absence, it is planned that officers will be contacted after 8 weeks in order to actively manage their return to work. This will be done in conjunction with the employee assistance service and on advice from the CMO.</p>
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2. Better Business Processes

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

Terms of the Public Service Agreement 2010 – 2014	Action	Timeframe	Progress Update 1 st April 2012 to 31 st December 2012
<p>Business Process 4.13</p>	<p>DSP is engaged in a multiannual transformation programme of business change with the objective of developing a new vision and service model for the Department. The initial focus is on the provision of more effective services and joined-up approaches, leading to the full integration of employment, activation and other supports. The new service will be more customer-centric rather than scheme-based and will take account of policy and operational developments in the areas of customer profiling, case management, service delivery and income supports. (PSR Sectoral para. 1.1)</p> <p>The Department will embed a culture of continuous improvement across the organisation through the use of process improvement methodologies. This will include:</p> <ul style="list-style-type: none"> ○ Implement a new, lower-cost-strategy for making social welfare payments. (PSR Cross-cutting para.9) ○ The provision of services online, reduced data entry, and reduced collection of duplicate data. 	<p>Business Process Re-engineering will form an ongoing part of service delivery.</p> <p>Qtr 4 2013.</p>	<p>2.1 Considerable work was undertaken on the development of a DSP Payment Strategy during the period in question and it is expected that it will be brought to Government in early 2013. Request for Tender for the provision of cash services issued to the market on 20th December 2012. Prior Information Notice for the procurement of a new electronic payment service (as an additional payment method which will complement existing direct payments into accounts in financial institutions) has also been published.</p> <p>2.2 The newly redesigned www.welfare.ie now provides users with seamless access to the Jobs Ireland site, allowing them to search for jobs. The site also provides an Office Locator which helps users locate their local Intreo Centre, Local or Branch Office, Employment Services Office or office administering Supplementary Welfare Allowance.</p>

	<ul style="list-style-type: none"> ○ Automated provision of certain data collected for DSP purposes to other agencies to improve seamless service delivery. ○ Improving the quality of management information on costs, outputs and individual throughput to enhance performance management and cost minimisation. ○ Enhancing the roles of all grades by learning new skills, team-working, etc. 		<p>Potential customer authentication mechanisms to exploit the roll-out of the Public Service Card are being explored; decisions arrived at in this area will influence the range and type of new online services developed by the Department. Jobseekers Online Holiday Application form now in place for 28 offices.</p> <p>2.3 The Department provides a PPS number matching and validation service, on behalf of specified bodies that use the PPS number as a unique identifier in the provision of public services, to enable these organisations to perform their functions. This includes the provision of scheme data to Revenue. The General Register Office (GRO) provides vital statistics relating to births, deaths, stillbirths, marriages and civil partnerships to the CSO. The GRO also provides data to the HSE in relation to the Medical Card Scheme & Breastcheck and to the D/Education & Skills for planning purposes. The provision of automated data to other public agencies will continue to be advanced as opportunities are presented.</p> <p>2.4 Statistics on Pathways to Work targets are being developed and reported at Local Office level which will be the basis for Regional supporting targets. Statistics/lists based on further analysis of the Live Register have been circulated to Division Managers for action. More complete measures of activity, including new DSP services, are being developed and published on an on-going basis.</p> <p>2.5. Newly designed Principal Officer training is currently being delivered to newly promoted POs within DSP. This learning and development initiative consists of a modular programme, supported by a mentoring initiative, individual assessment (through PAS psychometric evaluation and feedback); and action learning. It is propose to extend this to all Principals during 2013.</p> <p>Specific training programmes, tailored for new Intreo offices providing both product knowledge, technical and soft skills elements to equip staff and management with the skills required for the new Intreo process environment, have been delivered to all Intreo offices to date.</p>
<p>Business Process (cont.) 4.13</p>	<ul style="list-style-type: none"> ○ Implementing the most appropriate grade profile for the range of services provided. ○ Where economically feasible and efficient, introduce, extend and further develop outsourcing and collaborative working with external agencies and providers in the provision of information and other services and implement appropriate sourcing arrangements. 		<p>2.6 The implementation of the Technical Group Report recommendations regarding revised grading structures for job seeker payments is being rolled out on a phased basis. This roll-out programme involves significant training for staff which is currently underway across the Divisions.</p> <p>2.7</p> <ul style="list-style-type: none"> • Contract for external scanning of certain “post-process” documents ended during 2012. No further external scanning scheduled at this time • External Employment Services Project in place which aims to develop and design a model for the contracting of employment services from private sector. Expert external advisors have been engaged to assist with the design of the contract model and it is expected, subject to Government approval that contracts for employment services will be awarded from late 2013 • External Medical Services: Proposals for outsourcing of medical reviews is

	<ul style="list-style-type: none"> ○ Reviewing accommodation arrangements with a view to minimising costs (e.g. by co-location in towns with more than one office following the transfer of services from FÁS and HSE, new accommodation approaches, etc.). (PSR Cross-cutting para. 8) ○ Merging of premises between CIB and service delivery partners wherever possible taking account of lease requirements and budget availability to achieve a reduction in number of premises and the need to provide support for same thereby also reducing administrative and other overheads. ○ Review D/PER Property Management Plan. (PSR Cross-cutting para.6) ○ Increasing the use of video conferencing and other ICT to enhance productivity while reducing recourse to T&S. 	<p>To end 2014.</p> <p>To end 2014.</p> <p>Qtr 4 2012.</p>	<p>currently being scoped and researched. It is expected that contracts for medical services will not be awarded until late 2013</p> <ul style="list-style-type: none"> ● A number of additional SAFE registration strategies, including outsourcing, are being considered in order to meet the challenging Public Services Card production targets for the years 2013 to 2016 <p>2.8 OPW has asked DSP to vacate premises where costly leases exist and to move to cheaper accommodation. One such office was vacated in 2012 and another has been identified for 2013. OPW continue to review their portfolio of property and identify other state owned buildings where other Departments are down-sizing and which present opportunities for us to re-locate to.</p> <p>As part of the continued roll-out of Intreo Offices, a more streamlined and integrated service with employment and income supports is offered. At some locations these offices will be expected to provide cost savings, with the integration of former FÁS & HSE services. Some 10 Intreo Offices were delivered in 2012 with an ambitious target of 33 to be delivered in 2013 and the remaining 18 scheduled for the end of 2014.</p> <p>At other locations, and where opportunities present themselves, we will coordinate the integration of services under the one roof and relinquish leases on other properties. Some 113 former HSE Community Welfare Clinics were closed in 2012 and this trend is set to continue into 2013.</p> <p>2.9 Negotiations on-going. All CIB and CIS leases are being reviewed at lease termination point with regard to co-location and lease cost reductions. A number of co-location projects underway and/or under consideration:</p> <ul style="list-style-type: none"> ● Tallaght(CIB, CIS and NAS) ● Limerick (CIB, CIS and NAS) ● Mullingar (MABS and CIS) ● Longford (NAS and CIS) ● Killarney (CIS, MABS and NAS) ● MABS Dundalk moved to vacant CIB premises ● Navan (CIS and MABS now being joined by NAS) <p>South West Dublin City Centre (MABS and CISs) Waterford</p> <p>2.10 Awaiting publication of Property Management Plan by Dept. Public Expenditure & Reform.</p> <p>2.11 The initial implementation of video conferencing (VC) was the installation of Office Communicator Server (OCS) 2007-rolled out in mid-2010. Subsequently upgraded to Lync 2010 in 2012. Webcams and headsets distributed to senior and top management in 2011. Entry level VC equipment installed in main conference and meetings rooms in HQ offices in Dublin, Sligo, Letterkenny, Buncrana, Carrick-On-Shannon, Longford and Waterford 2011/2012. Further upgrades and expansion planned for 2013. Full implementation of VC was impacted by the delay</p>
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<ul style="list-style-type: none"> ○ Improving document and record management arrangements in daily work, scanning, etc. ○ Desktop Modernisation Roll-out. (PSR Sectoral para. 5) ○ CIB data strategy implemented across delivery partners. New CIB information system in place. (PSR Sectoral para. 5) ○ Participating fully in Civil Service Shared Service initiatives. ○ Reviewing relevant legislation. 	<p></p> <p>Qtr 3 2012.</p> <p>Qtr 4 2013.</p> <p>Ongoing.</p>	<p></p> <p></p> <p></p> <p></p>	<p>in the network roll-out which will now be completed by end Qtr 2 2013.</p> <p>2.12 Scanning solutions are in place across the Department supporting customer claim processes and certification processes. Digitisation of some 623,808 PPSN registration forms and supporting documentation completed to end-2012. Digitisation of staff salary instruction data on-going as part of an improved business process in Salaries area.</p> <p>The training programme associated with the Departments new intranet portal (Stór) for all former FÁS staff was completed during the period.</p> <p>During 2012 a new online absence and resumption notification application was developed as part of the Department's commitments under the Public Service Reform Plan in relation to tackling absenteeism and the new facility was launched to all staff on 2/1/2013. The development of a new Freedom of Information request management application is under way.</p> <p>Work progressed in upgrading the Department's corporate portal (Stór) to the latest Microsoft platform, with all necessary hardware and the upgraded environment in place by end of 2012. Further work in 2013 will facilitate team collaboration and enhanced functionality, particularly in terms of the Department's business intelligence and reporting requirements.</p> <p>2.13 DSP Training Unit has been working in partnership with ISD in the rollout of a new desktop. Rollout delayed due to delay in network upgrade rollout (see 3.1) and growth in the staff numbers in the Dept. Migration to new email system will be completed by end Qtr1 2013 with new office system desktops rolled out to all staff by end Qtr3 2013.</p> <p>2.14 Project to evaluate current databases commenced Qtr 2 2012. Information data strategy completed and approved by the CIB Board Qtr 4 2012. Implementation of recommendation in Qtr 1 2013.</p> <p>2.15</p> <ul style="list-style-type: none"> • The Department has been a lead player in developing HRSSC to date • DSP has participated fully in the PWC payroll baselining exercise and subsequent validation exercises by D/PER in 2012. The Departments sits on the programme Board for this project • The Department was a member of the pilot group of Departments who completed the baselining template to the Financial Management shared services project in January 2013. The Department also sits on the Management Board for that project. <p>2.16 Transfer of FÁS and HSE components now complete and relevant legislation in place. Further transfer orders may be required over time.</p>
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Developing cross organisational 'project management' approach allowing for the rapid development of project initiatives and the development of key skills across the CIB organisation.

Ongoing.

2.17 Project Management Office Executive position created within the revised CIB structure and employee assigned to this post on 4/4/2011 to move to a more dynamic way of introducing change. The PMO introduced a project management series of best practice guidelines and protocols on project working practices. 'Downturn' related cross organisation project initiative to configure resources to the changing client profile and needs. Development of Mortgage Arrears Helpline as a frontline to the Keeping Your Home website in place. The project staffing and training inter and intra organisational co-operation and was also facilitated through the ICT infrastructural developments put in place to provide for flexible responds to demand.

Implement the Pensions Board's revised strategy and prosecution guidelines in respect of employers who fail to discharge their obligations under the Construction Workers Pension Scheme (CWPS).

Ongoing.

2.18 In total, 516 CWPS investigation cases have been opened by the Board since 2007. During the period 1 April 2012 to 31 December 2012 the following activity took place:

- 14 prosecutions were initiated, bringing the total for 2012 to 25
- 23 new CWPS cases were received for investigation
- 87 CWPS cases were closed for various reasons
- 9 CWPS cases were approved by the CEO for prosecution
- 12 prosecution cases were fully completed
- 8 convictions were imposed by the courts
- €1,328,341.89 in employer and employee contributions was restored to the scheme Trustees
- Fines of €14,060 have been imposed and legal costs of €1,150 have been awarded to the Board
- A bench warrant was issued for the arrest of two company directors who had been convicted but failed to pay contributions towards the arrears within the two-week timeframe given by the Judge prior to sentencing. They have since paid €88,476.22 to the scheme, which relates to the employee portion of the arrears owed.

Overall, the prosecutorial and enforcement regime has resulted in monies being paid to the Scheme which would not have otherwise being paid. Many employers have been restoring pension contributions prior to the Court date which is as a direct result of the Board's on-going prosecutorial efforts. Pension Board actions have led to greater overall compliance by employers, employees have benefited from timely contributions and coverage from death in service. For the year end 31 December 2012, €1,328,341.89 was restored to the scheme for cases which the Board is actively investigating, bringing the total since April 2008 to in excess of €7 million. The Board met its target of initiating 15-20 criminal prosecutions per annum for the year end 2012.

	<p>The Pensions Board will continue carrying out on-site inspections of Registered Administrators (RAs) in order to assess their competence and capacity to discharge their RA core administration functions and their levels of compliance with the Pensions Act.</p> <p>The Pension Board will continue to implement the training programme for the Regulation Team to ensure its capacity to verify the competence of and capacity of RAs to maintain sufficient records to undertake specified core administration functions as certified in their application to the Board for RA registration.</p> <p>Pensions Board approach to Regulation: the Board continues to develop a pro-active approach to regulation which utilises a risk-based model based on a hierarchy of risk priorities. Regulatory activity is directed to most suitable areas to ensure that regulatory practices are efficient.</p>	<p>Ongoing.</p> <p>Ongoing.</p> <p>For the lifetime of the Agreement.</p>	<p>2.19 Some 16 on-site inspections of RAs have been completed in the period 1 April 2012 to 31 December 2012, bringing the total since 1 April 2011 to 38.</p> <p>2.20 Internal training and training in the field continues. The majority of the Boards' regulation staff have received both internal and in the field training at this stage.</p> <p>2.21 Ongoing. Paper prepared and circulated to the members of the Board. This paper will be reviewed over the course of the year with a view to making recommendations for change as appropriate.</p>
<p>Shared Service 1.11 4.13 4.15</p>	<p>Avail of opportunities for the greater use of shared services across the public sector, including HRM, payroll and pension's administration, financial management and ICT, with a view to achieving savings and bringing about improvements in the delivery of services. (PSR Cross-cutting para. 3)</p> <p>Consider the provision of certain services (allied to core DSP services) on behalf of other agencies.</p> <p>Develop plan for Means Data Sharing with other agencies. (PSR Cross-cutting para. 3)</p>	<p>As services become available.</p> <p>Qtr 1 2012.</p>	<p>2.22 DSP continues to avail of shared services in relation to Human Resource Management (CMOD) and Printing (Revenue Commissioners) and to provide data matching and life event notification services to other agencies. A number of joint initiatives with the Revenue Commissioners are underway or under consideration including sharing of data in relation to Self Employed PRSI contributors, Employer Authentication in relation to Redundancy & Insolvency claims and sharing of information in relation to fraud control investigations. Improved mechanism for sharing of information in relation to fraud control investigations between DSP and Revenue is in place since Qtr4 2012.</p> <p>2.23 See 2.22 above.</p> <p>2.24 The pilot of the external means system was completed in Qtr 3:</p> <ul style="list-style-type: none"> • Feedback was provided to DSP by South Dublin Co Co and Dept. of Agriculture & Food, the agencies involved in the pilot implementation • Changes have been made to the prototype solution to incorporate the issues raised in the feedback from these agencies. • The prototype solution was demonstrated to Department of Education (SUSI)

			<p>and HSE (Medical Card processing) on 31 August 2012</p> <ul style="list-style-type: none"> • These agencies (SUSI & HSE) promised to provide a list of their requirements (additional to what is included in the prototype), but nothing additional has been received to date. Reminders have been issued • The project is working on Security/data protection and legislative issues in the meantime.
<p>Procurement 1.10 1.11 4.13 4.15</p>	<p>The Department is committed to participating fully in the initiatives of the National Procurement Service to make more efficient use of resources and benefit from economies of scale. The Department currently makes significant purchases from frameworks tendered by the NPS for common goods and services and is working closely with the NPS in extending the range of such procurements, including the significant high value areas of office supplies and energy requirements. The Department has already participated in NPS initiatives aimed at improving procurement practice, including the development of common procurement templates and the development of procurement training, while ensuring compliance with EU requirements, application of best practice and achieving value for money. The Department procurement policy also takes in to consideration whole of government policy issues, including facilitating SME access to procurements and the need to take environmental issues in to consideration, where relevant.</p> <p>Review NPS Procurement Reform Plan. (PSR Cross-cutting para. 5)</p> <p>Review NPS Logistics and Inventory Management Strategy (PSR Cross-cutting para. 5)</p> <p>Annual Report to NPPU. (PSR Cross-cutting para. 5)</p>	<p>Over the lifetime of the Agreement.</p> <p>Qtr 3 2012.</p> <p>Qtr 1 2013.</p> <p>Qtr 2 2013.</p>	<p>2.25 The Department has continued to participate fully in initiatives of the National Procurement Service (now National Procurement Office [NPO]), including procurement training and increased use of centrally procured Frameworks such as stationery and energy [electricity and now also gas]. The Department has introduced and now uses standard RFT templates developed by the NPO and the Chief State Solicitor's Office for goods and certain services. The Department has successfully engaged with the CSSO in drafting RFTs for more complex procurements, including frameworks, and the approaches developed in these cases are now reflected in departmental RFT templates. These engagements also support the work of the NPO/CSSO in developing common RFT templates for such complex procurements, including frameworks. The Department continues to undertake all procurements within the terms of national and EU procurement law and procedures and to apply best practice ensuring value for money. SMEs are regularly engaged in direct provision of goods and services.</p> <p>2.26 – 2.28 The Department contributed to the draft Memorandum for Government on procurement reform in Autumn 2012. The Department has implemented relevant aspects of the resulting Government decision of 2 September, particularly putting arrangements in place to ensure compliance with requirements relating to compulsory use of certain centrally procurement frameworks (D/PER Circular 06/12).</p>

	<p>Centralised voice framework for both call and telephone line costs on behalf of CIB and Delivery Partners.</p> <p>Single Point of Initial Telephone Contact (SPOTC). This project aims to create a single point of telephone contact for the citizen for Citizens Information Board and its Delivery Partners (citizens information services, citizens information phone service, MABS, Traveller MABS, MABS ndl ltd, national advocacy services).</p> <p>A single insurance broker service will be sought to meet the needs of all service delivery partners and CIB. CIB will seek to maximise the savings for the exchequer through the use of the services of the State Claims Agency.</p> <p>Explore the availability of the Chief State Solicitors Office to provide advice on legal matters.</p>	<p>Qtr 2 2012.</p> <p>Phase 1 Qtr 4 2012. Phase 2 Qtr 1 2013. Phase 3 Qtr 4 2013.</p> <p>Qtr 1 2012.</p> <p>Qtr 2 2012.</p>	<p>2.29 CIB has undertaken a significant development project in the ICT area to rationalise and enhance the telecoms infrastructure for CIB, CIS and MABS. This project will yield considerable benefits to CIB and the CIS and MABS services and will provide a platform on which to build Single Point of Telephone Contact (SPoTC) services. Savings will not materialise until 2013. A direct example of the benefit accruing is that calls to the new Mortgage Arrears information Helpline can be handled by Citizens Information Phone Service where demand call levels exceed available resources on the helpline.</p> <p>2.30 Project underway, concept being tested within CISs and NAS and commencing in MABs in Jan 2013. Some timeline slippage due to technical delays with infrastructure. However, project to be completed by end July 2013 and recommendations from the project to be presented to Board of CIB in Qtr 4.</p> <p>2.31. Proposal to delegate management of Personal Injury claims including bullying and harassment, and 3rd party property damage against CIB to the SCA received and being reconsidered in the context of recent briefing session given by DPER in Qtr 4 2012.</p> <p>Phase 1 – roll out of Employment Practice Liability Insurance across CIB and all Delivery Partners complete. Phase 2 – Due diligence underway by broker to establish risk profile of MABS to be insured under CIB procured policies. Decision due Qtr 2 2013.</p> <p>Directors and Officers Liability Insurance roll out Qtr 2 to all delivery partners complete.</p> <p>2.32 No progress to date. Contact in place for legal services pending progress.</p>
<p>Greater Efficiencies 4.13 4.16</p>	<p>Public Expenditure Reform Plans:</p> <ul style="list-style-type: none"> ○ Purchase Orders > €20k published online. (PSR Cross-cutting para 9) ○ Performance Budgeting. (PSR Cross-cutting para 9) 	<p>October 2012.</p> <p>Qtr 4 2012.</p>	<p>2.33 Qtr 3 2011 report compiled and published on Department's website in November 2012 and will be published quarterly on an on-going basis.</p> <p>2.34 Performance Budgeting was implemented for the 2012 Revised Estimates Volume (REV). The 2013 REV will incorporate Performance Budgeting in accordance with the template agreed with the Department of Public Expenditure & Reform. It will report on performance on the 2012 output targets and revise the targets for 2013.</p>

	<ul style="list-style-type: none"> ○ Accrual Accounting commences. (PSR Cross-cutting para 9) ○ Basic Payment account launched. (PSR Cross-cutting para 9) <p>Revised and renewed approach to the challenges posed by Social Welfare fraud as set out in the DSP Fraud Initiative 2011-2013. (PSR Sectoral para.6) (PFG 1.12.16, 3.39.1, 3.39.2)</p> <ul style="list-style-type: none"> ○ Maintenance Recovery Unit Liable relative recording system. ○ Control Savings Target €625m. ○ Commencement of earnings automation process. ○ Convert the Money Advice and Budgeting Service into a strengthened Personal Debt Management Agency with strong legal powers.(PFG 3.25.5) ○ Make greater use of Mortgage Interest Supplement to support families who cannot meet their mortgage payments.(PFG 3.25.6) 	<p>Jan 2013.</p> <p>Jan 2013.</p> <p>Qtr 2 2012.</p> <p>Qtr 4 2012.</p> <p>Qtr 1 2013.</p>	<p>2.35 Planning has not yet commenced and guidelines are awaited from the Department of Public Expenditure and Reform/ Finance.</p> <p>2.36 The Pilot of the Standard Bank Account (SBA) was extended until end March 2013. The Department is represented on the Financial Inclusion Working Group and the Marketing and Communications Working Group. DSP wrote to some Disablement Scheme customers encouraging them to switch their payment method to EFT and to consider the SBA if they do not have a bank account.</p> <p>2.37 The ICT application is under development and users are testing the prototype. It is anticipated that the solution should be in place in the latter half of 2013.</p> <p>2.38 The Department's Control Savings target for 2012 was achieved. The 2012 figures are being finalised currently but indications are that the figure will be almost €670m (provisional).</p> <p>2.39 The new process for Jobseekers has been rolled out to 15 Local Offices as a pilot phase. This was successful and all local offices will now be included from Feb 2013. Other schemes will be progressed during Qtr 1 2013.</p> <p>2.40 The new Personal Insolvency Service provides for a Debt Relief Notice (DRN) for persons with no assets or income with unsecured debts of no more than €20,000. With the assistance of an approved intermediary the Notice will allow for the full write off of qualifying unsecured debt after a 3 year supervisory period. At the request of the Minister the CIB agreed that MABS would act as Approved Intermediaries for the purposes of the provision of DRNs. Sanction has been given by DPER for 16 temporary staff to be assigned to MABS for up to 2 years to establish an Approved Intermediary Service (AIS) for the purposes of processing DRNs. An Implementation process is underway and the CIB/MABS are working closely with the new Insolvency Service to ensure that the AIS will be operational in time for the opening of the Insolvency Service. It is intended that the Approved Intermediary Service will be mainstreamed within the local MABS network over a 2 year period.</p> <p>2.41 In line with DSP's review of the Mortgage Interest Supplement (MIS) scheme and the recommendations of the Mortgage Arrears and Personal Debt, Budget 2012 provided for the curtailment of access to the scheme for the first 12 months, while the person is involved in the Mortgage Arrears Resolution Process. This measure was implemented for all new applications from mid June 2012.</p>
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	<p>Maintain Social Welfare rates.(PFG 3.37.1)</p> <ul style="list-style-type: none"> ○ The Commission on Taxation and Social Welfare will examine and make recommendations on the interaction between taxation and the welfare system to ensure that work is worthwhile. In particular, it will examine family and child income supports, and a means by which self-employed people can be insured against unemployment and sickness. (PFG 3.37.3) ○ We will examine the social protection system with a view to identifying and eliminating poverty traps including amending the 30 hour rule for Rent Supplement and Mortgage Interest Supplement for people moving from welfare to work. (PFG 3.38.1, PFG 3.38.2) ○ Progressively reduce reliance on Rent Supplement, with eligible recipients moving to the Rental Accommodation Scheme.(PFG 3.40.1) 		<p>In December 2012, the statutory condition which provided that MIS shall not be payable where the residence in respect of which the loan is payable is offered for sale was removed. The removal of this condition will allow persons who wish to downsize, or to engage in selling their property for whatever reason can do so and remain eligible for MIS.</p> <p>The Inter-Departmental Mortgage Arrears Working Group (Keane Group) overarching theme was that MIS is not an appropriate long term support and should become a time bound payment with an appropriate exit strategy. DSP is working with DECLG in relation to the development of the mortgage to rent scheme.</p> <p>2.42 Primary weekly rates of welfare payments were fully maintained in Budget 2013.</p> <p>2.43 In March 2012, the Advisory Group on Tax and Social Welfare concluded its examination of the issue of child and family income supports and the Group's report was submitted to the Minister for Social Protection. The report is currently being considered in detail by the Minister and has been referred to the Ministerial Steering Committee consisting of the Ministers of Social Protection, Finance, Public Expenditure and Reform and Children and Youth Affairs. It is expected that it will be published shortly.</p> <p>The Group has concluded its examination of Budget 2012 proposals concerning Disability Allowance and Domiciliary Care Allowance and its report on these issues is with the Minister for her consideration. The Group's report on the extension of social insurance coverage to the self-employed is nearly complete and it will shortly be submitted to the Minister. The Group has also begun its examination of the final work module under its Terms of Reference, on working age supports.</p> <p>2.44 Any proposal to change the 30 hour per week employment rule would need to take account of its cost and its impact on incentives to work. Removing the 30 hour per week employment barrier would have significant cost implications that could only be considered in a budgetary context. The removal of the 30 hour limit may impact on the incentive to work for those currently in full-time employment.</p> <p>2.45 At the end of November 2012 Local Authorities had transferred a total of over 42,687 households from Rent Supplement (25,123 housed under RAS and 17,564 under other social housing options). DSP provided DECLG with details of over 5,000 customers on rent supplement who are at high risk of long-term</p>
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	<ul style="list-style-type: none"> ○ Review the operation of the Rent Supplement Scheme and introduce a code of conduct for rent supplement eligibility similar to that which operates for local authority tenants.(PFG 3.40.2) ○ Pay rent supplement to tax-compliant landlords registered with the Private Residential Tenancies Board (PRTB) and offering decent quality accommodation, to root out fraud. (PFG 3.40.3) <p>There will be a review of the number of CIB delivery partner companies with a view to consolidation to achieve efficiencies.</p> <p>Pooling of training resources of CIB and MABS NDL to deliver to delivery partners.</p>	<p>1st phase of consolidations 1/1/2013. 2nd phase of consolidations 1/1/2014.</p> <p>Qtr 4 2014.</p>	<p>unemployment for prioritising for RAS eligibility.</p> <p>It is expected that a pilot of the new Housing Assistance Payment (HAP) arrangements, which will replace rent supplement for those with long term housing needs, will be undertaken by the housing authorities in the second half of 2013 with further roll out from 2014. A multi-agency steering group has been established to develop proposals to give effect to this transfer.</p> <p>Legislation regarding the DSP's Household Budget scheme was introduced in December 2012 which, when commenced in Qtr 2 2013, will assist housing authorities to address their concerns regarding build-up of rental arrears (Section 15 of the Social Welfare Act 2012 refers).</p> <p>2.46 The purpose of this review is to ensure that tenants who are receiving long term support from the State under the rent supplement scheme are subject to the same type of anti-social behavior regime as local authority tenants. The most appropriate way for this to happen is for local authorities to take over responsibility for meeting the accommodation needs of these individuals.</p> <p>The Department is continuing to work with the Department of Environment, Community and Local Government with a view to achieving this.</p> <p>2.47 By end December 2012, there was almost full compliance with the Department recording landlord tax reference numbers in approximately 99% of rent supplement claims. The Department is continuing to progress the outstanding cases (circa 1,100).</p> <p>The Department, in June 2012, introduced powers of enquiry (Section 14 of the Social Welfare and Pensions Act 2012) for appropriate staff to formally request and oblige landlords to provide information in respect of rent supplement tenants, principally to verify the agreed rent and existence of the tenancy. This measure will improve both the governance and oversight arrangements in place and complement existing compliance arrangements that the Department has in place with the Office of the Revenue Commissioners.</p> <p>2.48 Preparatory work on Memorandum and Articles of Association for consolidated companies being explored in context of work of the Company Law Review Group. Strategic approach to progressing this item incorporated in the Boards strategic plan which has been approved by the Minister with pilots to be developed under the Plan. An additional delivery partner lead initiative is also underway which will explore available options.</p> <p>2.49 CIB and MABS ndl have worked jointly to develop and roll out training on Governance for both CIS and MABS Board members:</p> <ul style="list-style-type: none"> • Three events held on Finance and Risk management in Dublin and regionally in
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<p>Closure of further 100 Community Welfare Service satellite clinics - 90 already closed in 2012 - out of a total of 750 such clinics.</p> <p>Closure of a limited number of FÁS ES Offices in locations where service can be provided from existing DSP Local Office.</p> <p>Introduce randomised selection of clients to be invited to sign-on Live by SMS/letter with 2/3 days notice each month.</p> <p>Change the Illness Benefit scheme process to improve the efficiency of its interactions with Civil Service and non-commercial semi-State bodies.</p> <p>Examine the current number of customer facing centres and consider the centralising of some localised functions in the context of INTREO.</p> <p>Make improved use of LES to deal with long-term unemployed.</p> <p>Provide the information requested in PQs on the status of individuals claims/applications at a lower cost.</p>	<p>Qtr 4 2013.</p> <p>Ongoing.</p> <p>Qtr 2 2013.</p> <p>Qtr 2 2013.</p> <p>Qtr 4 2013.</p> <p>Qtr 4 2013.</p> <p>Qtr 1 2013.</p>	<p>period 1/4/2012 to date</p> <ul style="list-style-type: none"> • Joint training on PMDS for chairs and managers in CIS and MABS [11 regional events] Nov.'12-March '13 • Training for CIS Managers and MABS Co-ordinators together 2012/2013 • CIB training service and Training manager, MABS ndl continue to collaborate • Collaborative approach to interview skills training between CIB and MABS ndl being progressed. <p>2.50-2.51 DSP continues to progress the relocation of staff from HSE and FÁS locations to DSP locations where opportunities arise to do so (however, some future moves are dependent on leases terminating or break out opportunities arising; and in some cases the costs of purchasing (for OPW), leasing, upgrading, altering and refurbishing buildings to accommodate co-location is costly and subject to the availability of funds which are not always readily available. Some 113 CWS Offices/Satellite Clinics and 8 FÁS ES offices were closed in 2012.</p> <p>2.52 This method of randomised selection is one alternative to the traditional signing arrangements and consideration is being given to piloting various options in selected offices. These trials will be a follow on to the casual scanning project currently underway in Dublin North and it is hoped to commence these pilots in Dublin North in Qtr 3 2013.</p> <p>2.53 Initial discussions with D/PER have taken place. Further work now underway in DSP to refine the proposal.</p> <p>2.54 This project has not yet commenced.</p> <p>2.55 Under new contracts for 2013 the LES have agreed to increase their productivity i.e. increase to 66,000 the number of new registrant cases for which they will provide an employment support service [actual number in 2012 was 32,254].</p> <p>2.56 A review of the method of answering PQs in relation to individual claims is underway with a view to introducing a process that reduces the administrative burden on the Department.</p>
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3. Delivering for the Citizen

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

Terms of the Public Service Agreement 2010 – 2014	Action	Timeframe	Progress Update 1 st April 2012 to 31 st December 2012
<p>New technology 4.13</p>	<p>DSP is heavily reliant on the use of ICT infrastructure, applications and services. It will continue to develop and implement its ICT Strategy, increasing its internal capacity for the delivery of ICT services and participating in shared services as appropriate in order to ensure the continued provision of ICT infrastructure, applications and services to customers and other stakeholders and to support the implementation of the Business Transformation Programme. New technologies will be deployed as appropriate.</p>	<p>Over the lifetime of the Agreement.</p>	<p>3.1 Progress on the rollout of additional network bandwidth was delayed due to issues that arose with OPW regarding building access/way-leave. The roll-out is now scheduled to commence in Qtr 4 12 and will run into Qtr 1 2013. Additional network bandwidth rolled out to 2/3 of the existing network of 203 offices. Final 1/3 to be rolled out in Qtr 1 2013. Rollout will then commence to extended network of former FÁS and former Community Welfare Offices which is planned for completion by end Qtr 2 2013.</p> <p>Further BOMi releases were implemented, Including:</p> <ul style="list-style-type: none"> • Implementation of Carer’s Allowance for all claims • Budget 2012 implementation including rates refactoring for State Pension claims • Budgetary measure to limit the payment week for Jobseeker’s Benefit claims generally in a similar manner to that which currently applies in the case of short-time workers • Further Improvements to Activation Profiling and Case Management functionality • Implementation of Disability Allowance on BOMi now complete for all claims • Budget 2013 implementation including all rate changes • Budget 2012 measure on Sunday Working developed and tested (to be implemented Qtr 1 2013). • BOMi enhancements to Safe Registration and Public Service Card processing. • Extract of additional data for provision to Revenue Commissioners. • Implementation of PPS Number format change on BOMi. • Additional functionality for Local Office Process Modernisation including: <ul style="list-style-type: none"> ○ roll-out of electronic signing ○ delivery of a scanning/ ICR solution to process casual certification patterns ○ delivery of BOMi functionality to support Quality Control in SWLOs ○ delivery of functionality to standardise generation of SWLO customer communication ○ delivery of functionality to bulk issue SMS messages to selected groups of customers

	<p>Develop and implement a new customer profile and case management system. (PSR Sectoral para 1.1.3)</p> <p>Participate fully in the procurement and implementation process for the National Postcode System.</p> <p>The Pensions Board will continue to maintain and develop its on-line data portal (ISIS) for pension schemes.</p> <p>Extend the Department's integrated business applications (BOMi) to support new self-employment eligibility services. (PSR Sectoral para 1.4)</p>	<p>Pilot Referrals based on profiling Qtr 1 2012. Group engagement Qtr 1 2012. Deployment of new case management process Qtr 4 2012.</p> <p>Ongoing.</p> <p>Qtr 2 2012.</p>	<ul style="list-style-type: none"> ○ Completed pilot of a scanning/ ICR solution to process certification patterns for casual JA/JB Claimants. <p>3.2 Profiling functionality deployed across the DSP network of Local Offices by target date of end-September 2012.</p> <p>On the INTREO One-Stop-Shop rollout:</p> <ul style="list-style-type: none"> ● 10 offices completed by end-December 2012 – i.e. <ul style="list-style-type: none"> ○ Arklow, Co Wicklow; ○ Ballymun, Dublin 9; ○ Buncrana, Co Donegal; ○ Coolock, Dublin 5; ○ Dundalk, Co Louth; ○ Finglas, Dublin 11; ○ Killarney, CO Kerry; ○ Kings Inn-Parnell [Dublin city centre]; ○ Sligo; and ○ Tallaght [South Dublin] ● Evaluation of this phase of the trial underway; ● 2013 target – c 33 offices; ● Scoping commenced on integrated case management system <p>See also Item 3.13.</p> <p>3.3 DSP awaits further direction from DCENR in relation to the Postcodes project.</p> <p>3.4 The system now facilitates the payment of fees, processing of scheme amendments, scheme registrations, submission of annual scheme information returns and the annual renewal of Registered Administrators renewals. Currently there are 800 external presenter groups with over 1,800 external users.</p> <p>Since February 2011 just over 180,000 submissions (including payment of scheme fees and scheme amendments) have been registered, together with over 1,000 group member schemes and 6,000 single member schemes. Currently, ISIS is actively used across the Board's core regulatory work. This has resulted in significant administrative savings for the Pensions Board and also efficiencies for all the Board's stakeholders.</p> <p>3.5 Project is well underway to build and implement a new system to support self-employment eligibility services. The work is being undertaken in-house, with a joint team from the business and ICT areas. Revenue has agreed to develop an associated web service to facilitate timely transfer of PRSI (S/employed) data to DSP, with this work scheduled for 2013. Full system deployment expected during 2013.</p>
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<p>New business process 1.9 1.10 1.11 1.14 4.13 4.15</p>	<p>Modernise Live Register and related claim and payment processing, including:</p> <ul style="list-style-type: none"> ○ Local Office Process Modernisation to modernise DSP Regional structures. (PSR Sectoral para 1.1.4) ○ Expand eligibility for the back to education allowance.(PFG 1.2.9) ○ Develop a new graduate and apprentice internship scheme, work placement programmes and further education opportunities for our young unemployed providing an additional 60,000 places across a range of schemes and initiatives.(PFG 1.3.1) ○ Introduce a new National Employment and Entitlements Service. (PFG 1.3.5, 1.3.6) ○ Activating people on a reduced week who refuse extra day(s) employment.(PFG 3.38.3) ○ Replace One Parent Family Payment with a parental allowance that does not discourage marriage, cohabitation or work. (PFG 3.38.4, 4.1.4) 	<p>Over the lifetime of the Agreement.</p> <p>To end 2014.</p>	<p>3.6 New Regional Structures, based on 13 Divisions nationwide, were established in May 2012.</p> <p>3.7 The Programme for Government includes a commitment to resource a jobs fund that will finance a number of measures which will play an important role in enhancing the employability skills of jobseekers. The Back to Education Allowance (BTEA) and all other relevant measures will be considered under this commitment. The numbers availing of BTEA have risen from 25,700 in the 2011/12 academic year to 25,886 in the 2012/13 academic year and by 191% from the 2007/08 level. A review of certain activation measures funded by DSP, including the BTEA, has been published by the Minister of Social Protection. All review recommendations, including those appropriate to BTEA, will be discussed at a stakeholders forum which will take place in February 2013.</p> <p>3.8 More than 10,500 individuals have commenced JobBridge placements as at end Qtr 3 2012. A recent independent evaluation of the Scheme conducted by Indecon Economic Consultants found that 56% of JobBridge finishers as at end September had progressed into employment on completion of their internship. This equates to over 3,100 interns who have progressed into employment as at end Qtr 3 2012. This is one of the best progression outcomes for work placement programmes in Europe. In excess of 7,000 companies have participated in the scheme to date.</p> <p>3.9 See 1.7, 1.9, 1.10, 1.22, 2.8, 3.2 above.</p> <p>3.10 Reduced rates were provided for in the Social Welfare Act 2010, which will encourage jobseekers to improve their skills, in order to avoid the risk of becoming long-term unemployed, and help them to progress into sustainable employment on a long-term basis. The intent of the reduced rates is to ensure compliance with the activation processes. Additionally, improvements to mechanisms whereby employers may report instances where jobseekers have the opportunity to engage in full-time employment are under active consideration in the Department.</p> <p>3.11 The changes to the OFP payment that were announced in Budget 2012 (the reduction of the maximum age limit of the youngest child for receipt of the OFP to age 12 in April 2012, age 10 in 2013 and age 7 in 2014, as well as the reduction in the OFP earnings disregard from €146.50 to €130 per week in January, 2012, and gradually reducing to €60 per week in 2016) move the scheme closer to other working age payments such as the jobseeker allowance scheme. This approach</p>
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	<ul style="list-style-type: none"> ○ Develop new processes and systems to support the integrated functions of the transformed organisation. ○ Revised National Employment Action Plan arrangements, including closer co-operation and interaction between the staff of FÁS and DSP. ○ Online claim initiation. ○ Process revision and automation at expiry of entitlement to Jobseeker's Benefit, Education Sector claims, Casual Workers etc. ○ Certification of unemployment electronically, online and by phone. (PSR Sectoral para. 1.1.6) 	<p>Commenced.</p> <p>Commenced.</p> <p>2011.</p> <p>2011.</p> <p>Qtr 4 2011.</p>	<p>aims to end the categorisation of customers, including lone parents, into different payment types and will instead focus on the person and on their individual capacities. It will also cease the expectation that lone parents have a long term entitlement to a welfare payment and will enable lone parents once their youngest child turns 7 to access the activation process which is available to individuals in receipt of a jobseeker payment.</p> <p>3.12 See 1.7, 1.9, 1.10, 1.22, 2.8, 3.2 above.</p> <p>3.13 For Intreo, integrated processes have been developed for:</p> <p>(a) reception as the initial gateway point for the client;</p> <p>(b) assessment-decisions in ensuring continuous improvement in the efficiency and effectiveness of the Department's decision-making processes for jobseekers' and one-parent payments; and</p> <p>(c) Activation model which includes:</p> <ul style="list-style-type: none"> • Personal Progression Plan developed; • Record of Mutual Commitments ['social contract'] in place in the Intreo offices; • scheduling of Group Engagement session based on client's profile; • follow-on guidance interview [one-to-one] with a case officer where the personal progression plan is agreed and signed up to between the client and DSP case officer; • on-going appointments with the case officer over a period of time to monitor progression towards client's employment-training-education options – frequency of these appointments determined by the client's profile; • various levels of activation follow-up/touch-base with the client; supplementing the more formal one-to-one appointments with the case officer: these are determined by client profile or level of engagement with activation process or client needs as identified with case officer; • assessment of the level of client engagement also being underpinned by on-going maintenance and control reviews. <p>3.14 59 local offices now offer this service.</p> <p>3.15 The streamlined JB to JA process is now available in 117 of 123 offices, roll out is approaching completion and some 850,000 automated communications have now issued to unemployed clients.</p> <p>3.16 A further 23,000 casual workers are now being certified through the improved ICT system. This brings the total number of cases on the new system to 82,000. The system is now operational in 105 of 123 offices and roll out in continuing apace.</p>
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	<ul style="list-style-type: none"> ○ Extended opening hours at Local Offices. <p>Modernise pensions, disability, child and other claim and payment processing, including:</p> <ul style="list-style-type: none"> ○ Achieve the targets in the National Action Plan for Social Inclusion to reduce the number of people experiencing poverty. (PFG 3.37.4) 	<p>Over the lifetime of the Agreement.</p>	<p>The Department has developed in-house the capability of capturing a client's normal signature for fulltime certification purposes on an electronic pad. It reduces dependency on paper and introduces more flexibility into the signing process. Offices can respond immediately to queues by opening and closing counters as required rather than being limited to a having a set number open at any given time.</p> <p>Another feature of this initiative is that clients now receive a text (SMS) the day before they are due to sign to remind them to do so. Clients are finding this service useful and it is helping to eliminate unnecessary work in local offices.</p> <p>Electronic certification is now operating in 33 local offices; 140,000 cases have been certified through the new functionality to end 2012. Roll out of the initiative will continue in 2013.</p> <p>Staff have fully engaged with and implemented all aspects of this significant customer service initiative.</p> <p>The trial of a scanning/ICR solution to process casual certification patterns began in Ballymun local office in November 2012. It will continue until the end of January 2013 at least. Subject to evaluation, it will be extended to other offices during 2013. Anticipated benefits include</p> <ul style="list-style-type: none"> a) increased staff efficiencies, and b) enhanced control as it re-introduces the employer into the certification process prior to payment. <p>The decision to extend online certification for casual workers to other offices will be made in the context of the outcomes of the Ballymun scanning trial. There are no plans to roll out mobile certification at present.</p> <p>3.17 See 1.22.</p> <p>3.18 The Department continues to fulfil its responsibility to monitor and report on implementation of the National Action Plan for Social Inclusion 2007-2016 (NAPinclusion) across the broader civil service, including progress towards achieving the targets outlined in the Plan.</p> <p>A social inclusion report covering implementation of this plan during the periods 2009 and 2010 was completed and published in July 2012. A further progress review on the implementation of NAPinclusion high level goals and associated</p>
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	<ul style="list-style-type: none"> ○ Implement online claim registration and develop self-service options. ○ Implement the Medical Review Case Management Project, including: <ul style="list-style-type: none"> ● IT desk assessments and ● IT in-person assessments ● Activation. ○ Revise and re-design the Disablement Rating Scale. 	Ongoing.	<p>actions during 2011 and 2012 is currently on-going.</p> <p>Following a recent review of progress on the previous national poverty target, as set out in NAPinclusion, the Government has agreed a number of revisions and enhancements to the target, now renamed the National Social Target for Poverty Reduction. The Government has retained the ambition of the target, despite the challenging economic conditions. The target is to reduce consistent poverty to 4 per cent by 2016 and to 2 per cent or less by 2020 over a similar timeframe to the EU poverty target. For the first time, the Government will set sub-targets for reducing poverty among children and jobless households. Arrangements for the preparation of an implementation plan for the revised target are on-going.</p> <p>The Department also coordinates the Irish input to the EU poverty target, as part of the national reform programme under the Europe 2020 Strategy. The Irish contribution to the EU target is to lift a minimum of 200,000 people out of the risk of poverty or exclusion by 2020. This will be achieved through protecting the most vulnerable from the worst impact of the crisis, strengthening activation policy to support people back into work, reforming income supports for children and people of working age, and improving service delivery.</p> <p>The Government has agreed to strengthen the implementation of the revised target by producing an annual monitoring report on progress towards the target. This will serve as a policy tool to convey progress towards the target to national and EU policy makers and stakeholders in an accessible and timely manner. It will be informed by the results of the annual CSO Survey on Income and Living Conditions, which is published usually in November every year (the 2011 results have been delayed until January, 2013). Preparations for the first monitoring report are on-going.</p> <p>3.19 The Business Architect's Office has set up a working group to explore development of new self-service options. The Regional Service Development team (RSD) are also seeking to deliver online services for the regions based on the development of an ability to securely authenticate clients.</p> <p>3.20 MRCM implemented. '<i>In Person Assessments</i>', to be rolled out. Initial test environment set up and early testing has commenced. Completion of amendments, Internal Audit recommendations and outstanding tickets to be completed as a project.</p> <p>3.21 Should a claim for Disablement Benefit be accepted, the claimant would be sent for an in-person medical evaluation with one of the Department's Medical Assessors (MAs). MAs are doctors with special training in Human Disability Evaluation. The degree resulting from the occupational accident or disease is evaluated by the MA.</p>
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	<ul style="list-style-type: none"> ○ Develop new systems to support agreed recommendations for modernised Child Income Support. (CER) ○ Extend the integrated business application (BOMi) to include Disability Allowance. (PSR Sectoral para. 4) ○ Introduce electronic exchange of social security and related information with EU Member States. (PSR Cross-cutting para. 2) <p>Create a single working age social assistance payment that will cover all people of working age including those who would currently be classified as unemployment, sick, disabled or parenting alone. (PSR Sectoral para 1.2). (CER)</p> 	<p>Ongoing.</p> <p>Qtr 3 2012.</p> <p>Qtr 2 2014.</p> <p>EU/IMF progress report by Qtr 4 2011. Implementation Plan by end of Qtr 1 2012.</p>	<p>increased from 260 to 520. Budget 2012 also provided for changes to late claims effective from 2012. In addition, Budget 2012 provided for changes to the qualifying conditions for Widow's/ Widower's/ Surviving Civil Partner's Pension effective from December 2013.</p> <p>The Social Welfare & Pensions Act 2012 introduced a risk reserve to the pension funding standard which will assist schemes absorb shocks such as financial downturns and help the sustainability of DB pension provisions.</p> <p>3.29 In line with a commitment in the Programme for Government, the possible reform of child and family income supports was considered by the Advisory Group on Tax and Social Welfare during 2011/12 and the group reported to the Minister for Social Protection on the issue during 2012. The Minister and a Ministerial steering group was briefed in detail on the proposed reform and various issues were subsequently considered including:</p> <ul style="list-style-type: none"> • updating and supplementing cost and other technical estimates • further scoping work on the operational implications for proposals and • a consideration of the implications of reform in the context of budget measures. <p>No decision was taken by Government to proceed with the proposals and no further developmental work was undertaken on new systems during the period under review. Subject to cabinet approval, the Advisory Group report will be published in early 2013 and any further measures required will be considered after that.</p> <p>3.30 Project completed in Qtr 4 2012.</p> <p>3.31 (See also 3.53) Reflection period was extended to end 2012. A review of the requirements and specifications of the EESSI system is underway in Member States (MSs) in order to achieve a baseline version of the system to be delivered Qtr 1 2013. This version will assist MSs make preparations at a national level. At year end (2012) it appears that the project will be further delayed at EU level.</p> <p>3.32 The Government is committed to on-going social welfare reform. However, no decision has been made by Government on whether or not to proceed with the introduction of a single working age payment as part of this reform process. The Department of Social Protection has been instructed to continue its work on the single payment proposals, which includes the following;</p> <ul style="list-style-type: none"> • Identify services (disability, childcare, activation etc.) required to introduce the single payment – Qtr 4 2013 • The ESRI has been asked to undertake a distributive income analysis of the present single payment proposals on a household – Qtr 4 2013.
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<p>Implement budget changes to the jobseekers schemes –</p> <ul style="list-style-type: none"> ○ Include Sunday working in calculation for JA & JB. (PSR Sectoral para 1.5) <p>Implement the range of reforms set out in the national pensions framework to achieve policy aims and extend the Dept's integrated business applications to include State Pension (Non-Con). (PSR Sectoral para. 3)</p> <ul style="list-style-type: none"> ○ Homemakers credits will replace disregard for new pensioners. ○ State Pensions – numbers of cons for entitlement to 520. ○ State Pension Tracing Service. ○ Review Pensions Insolvency Scheme. ○ Widow's & Surviving Civil Partner Pension – number of cons for entitlement to 260. ○ Abolish State Pension Transition Scheme and increase Pension Age to 66. ○ Auto enrolment for private pension. <p>Reform the pension system to progressively achieve universal coverage, with particular focus on lower-paid workers, to achieve better risk sharing, and to provide for greater flexibility for those who wish to retire on a phased basis. (PFG 4.1.11)</p> <p>Ensure that trans-gender people will have legal recognition and extend the protections of the equality legislation to them. (PFG 3.41.4)</p> <p>Contracting external medical assessment services to complement the Department's own Medical assessment resources.</p>	<p>Qtr 1 2013.</p> <p>Qtr 1 2012.</p> <p>Qtr 2 2012.</p> <p>Qtr 4 2012.</p> <p>Qtr 2 2013.</p> <p>Qtr 4 2013.</p> <p>Qtr 2 2014.</p> <p>Qtr 3 2014.</p> <p>Qtr 4 2013.</p>	<p>3.33 The Social Welfare Act 2012 contained the necessary legislative amendments to give effect to this measure. Work on this is on-going and it is due to be implemented on 20/21 February 2013.</p> <p>3.34</p> <ul style="list-style-type: none"> •Homemaker Credits remain under consideration within a budgetary context. •The increase in paid contributions required to qualify for a State Pension contributory to 520 has been implemented. •Work continued on the development of a pensions tracing service. •The Social Welfare & Pensions Act 2012 introduced a risk reserve to the pension funding standard which will assist schemes absorb shocks such as financial downturns and help the sustainability of DB pension provisions. •Budget 2013 provided for changes to the qualifying conditions for Widow's/ Widower's/ Surviving Civil Partner's Pension effective from December 2013. •Legislation was introduced to abolish State Pension Transition in 2014 and standardise pension age at 66. •The OECD was commissioned by the Department of Social Protection to review long term pension policy in Ireland and this will include consideration of an auto enrolment system. The final report due in the first quarter 2013 will inform Govt decisions in this area. <p>3.35 See 3.34.</p> <p>3.36 The Department of Social Protection is in the process of considering the legal opinion and will continue to prepare the Draft Heads of Bill to provide for the legal recognition of trans-gender people. The AG's legal opinion on the complicated legal issues associated with providing legal recognition of trans-gender people in cases where they wish to remain married was received by the Department of Social Protection on 5 December. Consultation with other Government Departments and the possible implications for their respective legislation is now being considered.</p> <p>3.37 Project is underway. Initial scoping suggests a need for 2 stages or possibly 2 projects: (a) technical element to address question of external contractor interacting with DSP systems and (b) service element to contract medical opinions. Subject to (a) the aim is to have contract process underway by Qtr 4 2013.</p>
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	<p>Outsourcing of DSP scanning operations.</p> <p>Contract out activation services to complement/augment DSP internal activities.</p>	<p>Qtr 4 2013.</p> <p>Qtr 4 2013.</p>	<p>3.38 The Department had a contract for the external scanning of certain ‘post-process’ pension documents which finished in 2012. The Department has not yet scheduled further external scanning. In-house scanning solutions are in place to scan documentation ‘in-process’ and this is now a core part of the business process for registering, deciding and awarding certain scheme applications.</p> <p>3.39 Contract awarded in late 2012 for the provision of advice and assistance with the design of a suitable employment services model. Initial indications suggest that private contracted employment services are unlikely to be in place before 2014.</p>
<p>Provision of information to the public.</p> <p>4.1</p> <p>4.4</p> <p>4.13</p>	<p>Development and deployment of online information services to facilitate more efficient and cost effective access for all stakeholders.</p> <p>Re-design of www.welfare.ie. (PSR Cross-cutting para. 2)</p> <p>Re-design GRO website. (PSR Sectoral para. 5)</p> <p>A number of additional initiatives will be launched in the on-going development of the Citizens Information Websites, both corporate and citizen focused. These include:</p> <ul style="list-style-type: none"> o mobile interface for centres.citizensinformation.ie o subscription module to citizensinformation.ie o publish ebooks on citizensinformationboard.ie <p>The Pensions Board website www.pensionsboard.ie will be constantly promoted as the optimum point of contact for the Board for on-line services and as a central educational and information resource.</p>	<p>Qtr 4 2012.</p> <p>Qtr 2 2012.</p> <p>Qtr 1 2012.</p> <p>Qtr 2 2012.</p> <p>Qtr 3 2012.</p> <p>Ongoing.</p>	<p>3.40 Work has progressed satisfactorily on the development of a new www.welfare.ie website, which went live to the public on 10th January 2013. The new site includes dedicated Jobseeker and Employer areas, an Office Locator and also provides job search functionality. Further work will continue during Qtr 1 2013.</p> <p>3.41 Development of GRO website project has been suspended owing to cost considerations.</p> <p>3.42 Three microsites already running at minimal cost; also developed a microsite as part of group of organisations in the health sector (www.healthcomplaints.ie).</p> <ul style="list-style-type: none"> • Mobile interface for centres.citizensinformation.ie complete at http://cinfo.ie/en/find-a-centre.html In April 2012 the mobile version of citizensinformation.ie received an Ireland eGovernment Mobile Award at the 2012 Ireland eGovernment Awards. • Feasibility of module under examination. • Entitlements for People with Disabilities and Entitlement for Children with Disabilities now online. • Relate periodical online subscriptions growing rapidly; centralised subscription module still under investigation. <p>3.43 Ongoing. During 2011, the Board began to develop an online interactive pensions’ information ‘lifecycle’ facility to provide information relevant to enquirers’ personal circumstances. This ‘lifecycle’ facility will allow people to identify with a profile (e.g. employed or self-employed) or life event (e.g. first job, getting married) and easily access information relevant to their situation. The “lifecycle” project commenced the online testing phase during December 2012. It is anticipated that this facility will go live to the public by Qtr 1 2013.</p>

	<p>All Pensions Board reports, policy documents, information booklets and industry news only published on-line.</p> <p>Free online trustee training e-learning system to support the mandatory requirement for pension scheme trustees to receive trustee training. The Pensions Board operates a self-certification process for the trustee trainers availing of this facility.</p> <p>CIB Information Data Strategy - Developing a plan for leveraging of data which will maximize knowledge and information management across CIB and delivery partner systems. This includes using www.gov.ie to deliver integrated information on public and social services for re-use/syndication by other public bodies.</p> <p>Strengthen CIB's focus on online service delivery in relation to citizens' information and money advice through the enhanced use of targeted cost effective online services and microsites thereby maximising the numbers of customers reached and serviced with targeted information.</p>	<p>Ongoing.</p> <p>Ongoing.</p> <p>Qtr 4 2012.</p> <p>Ongoing.</p>	<p>3.44 Ongoing</p> <p>3.45 Ongoing. Such online service removes significant print, administration and postal costs that would otherwise be associated with such communications.</p> <p>3.46 Project to evaluate current databases commenced Qtr. 2 2012. Information data strategy completed and approved by the CIB Board Qtr. 4 2012. Implementation of recommendation in Q1 2013</p> <p>3.47 www.selfemployedsupports.ie available. See also 3.42 above. Keepingyourhome redesigned and to be promoted in conjunction with Mortgage Arrears Information Helpline. Further development of training delivery for information givers on-line, using the moodle platform.</p>
<p>Identity Management and customer data 1.10 1.11 1.14 4.13 4.15</p>	<p>Improve the collection and use of customer data across the public sector, through the following:</p> <ul style="list-style-type: none"> ○ Maintenance and development of civil registration functions. ○ Produce and manage Standard Authentication Framework Environment (SAFE)-compliant Public Service Cards and promote their usage in other agencies. (PSR Cross-cutting para. 2) ○ Continue to develop an enhanced registration service to establish customer identity. 	<p>From 2011 and over the lifetime of the Agreement.</p>	<p>3.48 Data transfers continue to take place. On-line read-only access to the computerised registration system continues to be extended to DSP staff on request. Software release completed in September 2012 as planned.</p> <p>3.49 Deployment is on-going with approx.100,000 Public Services Cards issued to end-2012. DSP and D/PER are engaged with multiple public bodies on the programme of registration and issue of PSC and will continue to do so.</p> <p>3.50 The phased national roll-out of SAFE Registration Stations is continuing. Some 450 staff were trained during 2012 and SAFE registration implemented in 45 offices.</p>

	<ul style="list-style-type: none"> ○ Provide identity management services to external agencies. ○ Develop an internal means system as a basis for the sharing of means information with other public bodies. (PSR Cross-cutting para.3) ○ Develop and implement systems in support of secure data exchange with other agencies and EU Member States. ○ Review and enhance underlying security facilities and processes to ensure that data protection principles are further embedded in DSP systems. 	<p>Prototype end Qtr 1 2012. Deploy Qtr 4 2012.</p>	<p>3.51 104,093 data matches carried out for external agencies. Single Customer View is now operational and is providing standard data matching services for specified external bodies.</p> <p>3.52 Prototype completed and pilot with 2 agencies (D/Agriculture, Food & the Marine and South Dublin County Council) took place 22 May-15 June 2012. Feedback positive. Proposed system demonstrated to DES and HSE, with both due to revert on their requirements. Associated Legal and Data Protection issues currently being investigated. Further work required in 2013 before application can be deployed.</p> <p>3.53 See 3.31.</p> <p>3.54 The Department is committed to a modernisation programme for its ICT systems. This is a multi-year programme which is on-going at present. A key component of this programme is information security and data protection. Work continued through 2012 on various ICT initiatives. In parallel with this, data protection awareness continues to be a priority for DSP. Progress is closely monitored by a dedicated line function section, Business Information Security Unit.</p>
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