Public Service Agreement 2010-2014 (Croke Park Agreement)

Integrated Action Plan for the Department of Social Protection and its agencies (Citizens Information Board, Pensions Board)

CIB	Pensions Board	Public Service Reform	CER	PFG	Oct 2012

1. Better human resource management
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.

Terms of the Public Service Agreement 2010 – 2014 (ref to relevant paragraph)	DSP Action Reference	Action	Timeframe	Benefits Arising 2010 - 2014
Resources 1.1 1.3 1.4 1.5 1.6 4.1 *4.3* *4.4*	**1.1**	**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) 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.	For the lifetime of the Agreement ECF 2011: 6,294 ECF 2012: 6,965 ECF 2013: 5,960* ECF 2014: 5,748* ECF 2015: 5,664* *NOTE: The above ECF figures for 2013 onwards have to be confirmed with D/PER as additional sanction for DSP projects need to be included. Agreement has not yet been reached on the 2012 figure which takes account of the FAS transfer. The ECF for 2013 onwards has been adjusted to take account of the HSE transfer but not FÁS.	Financial savings increasing incrementally over the lifetime of the Agreement.

Redeployment *1.6* *1.7* *1.8* *1.10* *4.3* *4.4* *6.3*	**1.2**	**Redeployment within Public Service** 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. The addition of almost 2000 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) 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.		Provision of a more integrated and responsive service to customers, eliminating duplication of effort and associated costs. When this process is completed, people who require income maintenance, assistance with job search, access to work programmes or related services will have their associated needs dealt with in an integrated fashion at a single location. The overall objective is to reduce their risk of poverty by such an integrated approach.
	1.3	Complete review of Agencies - Pensions Board and Pensions Ombudsman. (PSR Cross-cutting para. 8)	Qtr 2 2012.	
	1.4	Divert staff from elsewhere in public service to clear the social welfare appeals backlog, and introduce a consolidated appeals process.(PFG 3.40.4)		
	1.5	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.	Ongoing.	Greater flexibility.
	1.6	Following complete CIB organisation re-structure, draft internal staff rotation/mobility policy to be developed.	Qtr 4 2012.	
H.R. and Performance Management	**1.7**	Continue to implement Human Resource Strategies to: o Implement an effective manpower planning policy and	2011 and ongoing over	Increased focus on

1.13 4.12			allocate the deployment of staff to ensure that the needs of the DSP and its customers are met. (PSR Cross-cutting para. 13)	the lifetime of the Agreement.	performance. Improved use of resources and productivity and reduced transaction costs.
	1.8		o Promote a culture of pride, innovation and performance.		Increased staff satisfaction with their work, especially in the area of customer service.
	1.9		o Build capacity, competence, knowledge and leadership of our staff.		
	1.10		o Enhance the partnership process to encourage staff to take an active role in decisions which affect them and customers.		
			Performance Management arrangements will be strengthened, including:	Qtr 4 2012.	
	1.11		o Improved measures to tackling underperformance through the implementation of the revised PMDS process.(PSR Cross-cutting para.11 & 12)		
	1.12		o More extensive use of individual quantitative and qualitative performance targets.		
	1.13		o Identification and promotion of best management practice within the Department (business plan development and monitoring, unit meetings, delegation, coaching, etc.).		
	1.14		o Increase awareness of issues identified in the survey carried out as part of the review at end of 2009 among Departments.		
	1.15		o All promotion to be through merit-based, competitive procedures, using the most appropriate screening and selection processes for the posts to be filled.		
	1.16		o 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.		

	1.17	Review contracts with Branch Office Managers.	Qtr 1 2013.	**Will reduce costs of employment services by aligning salaries to Civil Service scales.**
	1.18	Review salaries paid under the employment support subhead.	Qtr 2 2013.	
Recruitment *1.7* *1.13* *4.3* *4.11* *6.3.1 (i)* *6.3.3*	**1.19**	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.	2011 and ongoing over the lifetime of the Agreement.	More targeted recruitment with greater matching of skills and need. Reduced reliance on ICT service providers.
	1.20	Participate fully in the Civil Service Human Resource Shared Service initiative. (PSR Cross-cutting para.3)		
Attendance Patterns 1.4 1.8 4.1 4.4 4.10	**1.21**	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 :	Ongoing over the lifetime of the Agreement.	More flexibility around hours of attendance to bring them into line with business needs. Better match of human resources to business needs. Reduction in expenditure on overtime.
	1.22	o Extension of opening hours at Local Offices.	Ongoing over the lifetime of the Agreement.	
Attendance Patterns & Management *1.4* *1.8* *4.9*		Reduce absenteeism through more active management of absences.	10% reduction in days lost by 2014.	More effective management of sick leave provision will result in greater productivity.
	1.23	o Implement policies re under-performance. (PSR Cross-cutting para.12)	Qtr 2 2012.	
	1.24	o Revise sick leave arrangements. (PSR Cross-cutting para.12)	Qtr 3 2012.	

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	DSP Action Reference	Action	Timeframe	Benefits Arising 2010 - 2014
Business Process 4.13		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)	Business Process Re-engineering will form an ongoing part of service delivery.	Greater effectiveness and efficiency in the delivery of services to customers and reduced transaction costs.
		The Department will embed a culture of continuous improvement across the organisation through the use of process improvement methodologies. This will include:		
	2.1	o Implement a new, lower-cost-strategy for making social welfare payments. . (PSR Cross-cutting para.9)	Qtr 4 2013.	
	2.2	o The provision of services online, reduced data entry, and reduced collection of duplicate data.		
	2.3	o Automated provision of certain data collected for DSP purposes to other agencies to improve seamless service delivery.		
	2.4	o Improving the quality of management information on costs, outputs and individual throughput to enhance performance management and cost minimisation.		
	2.5	o Enhancing the roles of all grades by learning new skills, team-working, etc.		

Business Process (cont.) 4.13	2.6	o Implementing the most appropriate grade profile for the range of services provided.		
	2.7	o 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.		
	2.8	o 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)	To end 2014.	
	2.9	o 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.	To end 2014.	Cost reduction and efficiencies.
	2.10	o Review D/PER Property Management Plan. (PSR Cross-cutting para.6)	Qtr 4 2012.	
	2.11	o Increasing the use of video conferencing and other ICT to enhance productivity while reducing recourse to T&S.		
	2.12	o Improving document and record management arrangements in daily work, scanning, etc.		
	2.13	o Desktop Modernisation Roll-out. (PSR Sectoral para. 5)	Qtr 3 2012.	
	2.14	CIB data strategy implemented across delivery partners. New CIB information system in place. (PSR Sectoral para. 5)	Qtr 4 2013.	
	2.15	o Participating fully in Civil Service Shared Service initiatives.	Ongoing.	

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	2.16	o Reviewing relevant legislation.		
	2.17	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.	Improved responsiveness and productivity.
	2.18	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.	It is hoped that this change by the Board shall lead to a greater number of prosecutions being pursued by the Board. Where criminal convictions are recorded, it is hoped that this shall induce other defaulting employers to discharge outstanding pension arrears.
	2.19	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.	Ongoing.	The Board is committed to assessing levels of compliance based on its hierarchy of risk priorities through a process of direct engagement with regulated entities and administration providers. The selection of RAs for inspection is done on both a risk-based approach and random selection, thereby ensuring that the broad spectrum of RAs is covered by both risk-profiling and type/business size.
	2.20	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.	Ongoing.	The delivery of RA on-site inspection training to the Regulation Team further enables the Team to achieve the Board's required regulatory objectives.

	2. 21	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.	For the lifetime of the Agreement.	The application of scarce supervisory resources in a targeted way, based on an assessment of risk, will yield better value for supervisory spend as well as providing a greater chance of giving attention to the right schemes/regulated entities where Pensions Board intervention is warranted.
Shared Service *1.11* *4.13* *4.15*	2.22 2.23 2.24	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) Consider the provision of certain services (allied to core DSP services) on behalf of other agencies. Develop plan for Means Data Sharing with other agencies. (PSR Cross-cutting para. 3)	As services become available. Qtr 1 2012.	More efficient services, reduced staff requirement and lower costs.
Procurement *1.10* *1.11* *4.13* *4.15*	2.25	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.	Over the lifetime of the Agreement.	More efficient use of resources; greater economies of scale.

	2.26	Review NPS Procurement Reform Plan. (PSR Cross-cutting para. 5)	Qtr 3 2012.	
	2.27	Review NPS Logistics and Inventory Management Strategy (PSR Cross-cutting para. 5)	Qtr 1 2013.	
	2.28	Annual Report to NPPU. (PSR Cross-cutting para. 5)	Qtr 2 2013.	
	2.29	Centralised voice framework for both call and telephone line costs on behalf of CIB and Delivery Partners.	Qtr 2 2012.	Considerable benefits to CIB, CIS and MABS services and will provide a platform on which to build Single Point of Telephone Contact services.
	2.30	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).	Phase 1 Qtr 4 2012. Phase 2 Qtr 1 2013. Phase 3 Qtr 4 2013.	
	2.31	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.* ** CIB has applied to have its insurance liabilities handled by the State Claims Agency (SCA).*	Qtr 1 2012.	Cost and productivity.
	2.32	Explore the availability of the Chief State Solicitors Office to provide advice on legal matters.	Qtr 2 2012.	Potential savings of €20,000 p.a. if feasible.
Greater Efficiencies 4.13 4.16		Public Expenditure Reform Plans:		
	2.33	o Purchase Orders > €20k published online. (PSR Cross-cutting para 9)	October 2012.	
	2.34	o Performance Budgeting. (PSR Cross-cutting para 9)	Qtr 4 2012.	
	2.35	o Accrual Accounting commences. (PSR Cross-cutting para 9)	Jan 2013.	
	2.36	o Basic Payment account launched. (PSR Cross-cutting	Jan 2013.	

		para 9)		
		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)**		To ensure a more comprehensive response and enhanced level of enforcement where fraud and abuse is prevalent and to prevent social welfare fraud entering the system.
	2.37	o Maintenance Recovery Unit Liable relative recording system.	Qtr 2 2012.	
	2.38	o Control Savings Target €625m.	Qtr 4 2012.	
	2.39	o Commencement of earnings automation process.	Qtr 1 2013.	
	2.40	o Convert the Money Advice and Budgeting Service into a strengthened Personal Debt Management Agency with strong legal powers.(PFG 3.25.5)		
	2.41	o Make greater use of Mortgage Interest Supplement to support families who cannot meet their mortgage payments.(PFG 3.25.6)		
	2.42	o Maintain Social Welfare rates.(PFG 3.37.1)		
	2.43	o 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)		
	2.44	o 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)		
	2.45	o Progressively reduce reliance on Rent Supplement, with eligible recipients moving to the Rental Accommodation Scheme.(PFG 3.40.1)		

	2.46	o 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)		
	2.47	o 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)		
	2.48	There will be a review of the number of CIB delivery partner companies with a view to consolidation to achieve efficiencies.	1st phase of consolidations 1/1/2013. 2nd phase of consolidations 1/1/2014.	Reduction in overheads, administrative burden and duplication of supports.
	2.49	Pooling of training resources of CIB and MABS NDL to deliver to delivery partners.	Qtr 4 2014.	Cost reduction and productivity increase.
	2.50	Closure of further 100 Community Welfare Service satellite clinics - 90 already closed in 2012 - out of a total of 750 such clinics.	Qtr 4 2013.	Will enable re-deployment of staff to other pressing needs, reduce requirement to seek sanction for new recruitment and facilitate the Dept. in meeting its ECF targets.
	2.51	Closure of a limited number of FAS ES Offices in locations where service can be provided from existing DSP Local Office.	Ongoing.	
	2.52	Introduce randomised selection of clients to be invited to sign-on Live by SMS/letter with 2/3 days notice each month.	Qtr 2 2013.	
	2.53	Change the Illness Benefit scheme process to improve the efficiency of its interactions with Civil Service and non-commercial semi-State bodies.	Qtr 2 2013.	
	2.54	Examine the current number of customer facing centres and consider the centralising of some localised functions in the context of INTREO.	Qtr 4 2013.	
	2.55	Make improved use of LES to deal with long-term unemployed.	Qtr 4 2013.	
	2.56	Provide the information requested in PQs on the status of individuals claims/applications at a lower cost.	Qtr 1 2013.	

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	DSP Action Reference	Action	Timeframe	Benefits Arising 2010 – 2014
New technology *4.13*	3.1	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.	Over the lifetime of the Agreement.	Maintaining or improving service to the public and reducing costs.
	3.2	Develop and implement a new customer profile and case management system. (PSR Sectoral para 1.1.3)	Pilot Referrals based on profiling Qtr 1 2012. Group engagement Qtr 1 2012. Deployment of new case management process Qtr 4 2012.	
	3.3	Participate fully in the procurement and implementation process for the National Postcode System.		
	3.4	The Pensions Board will continue to maintain and develop its on-line data portal for pension schemes.	Ongoing.	The on-line system will result in significant administrative and hosting cost and will result in a more effective management of staff resources and increased productivity.
	3.5	Extend the Department's integrated business applications (BOMi) to support new self-employment eligibility services. (PSR Sectoral para 1.4)	Qtr 2 2012.	

New business process *1.9* *1.10* *1.11* *1.14* *4.13* *4.15*		Modernise Live Register and related claim and payment processing, including:	Over the lifetime of the Agreement.	Enhance the effectiveness of the NEAP, improved efficiency and economy. Improved customer service - faster decisions and increased opening hours. Reduced transaction costs. Minimise the number of claims referred to inspectors and release staff to focus on control.
	3.6	o Local Office Process Modernisation to modernise DSP Regional structures. (PSR Sectoral para 1.1.4)	To end 2014.	
	3.7	o Expand eligibility for the back to education allowance.(PFG 1.2.9)		
	3.8	o 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)		Contribute to the maintenance of employment and the achievement of better outcomes for people of working age. Streamline the cost of claim taking, decision making and review processes. Improve the management and control of disability payments by providing better management information. Improve the security and viability of the pension system. Streamline service provision to EU customers.
	3.9	o Introduce a new National Employment and Entitlements Service. (PFG 1.3.5, 1.3.6)		
	3.10	o Activating people on a reduced week who refuse extra day(s) employment.(PFG 3.38.3)		
	3.11	o Replace One Parent Family Payment with a parental allowance that does not discourage marriage, cohabitation or work. (PFG 3.38.4, 4.1.4)		
	3.12	o Develop new processes and systems to support the integrated functions of the transformed organisation.	Commenced.	
	3.13	o Revised National Employment Action Plan arrangements, including closer co-operation and interaction between the staff of FÁS and DSP.	Commenced.	
	3.14	o Online claim initiation.	2011.	
	3.15	o Process revision and automation at expiry of entitlement to Jobseeker's Benefit, Education Sector claims, Casual Workers etc.	2011.	
	3.16	o Certification of unemployment electronically, online and by phone. (PSR Sectoral para. 1.1.6)	Qtr 4 2011.	
	3.17	o Extended opening hours at Local Offices.	Over the lifetime of the Agreement.	

		Modernise pensions, disability, child and other claim and payment processing, including:		
	3.18	o Achieve the targets in the National Action Plan for Social Inclusion to reduce the number of people experiencing poverty. (PFG 3.37.4)		
	3.19	o Implement online claim registration and develop self-service options.	Ongoing.	
	3.20	o Implement the Medical Review Case Management Project, including: • IT desk assessments and • IT in-person assessments • Activation.		
	3.21	o Revise and re-design the Disablement Rating Scale.		
	3.22	o Implement the recommendations of the VFM Review of the Disability Allowance Scheme. (CER)	Ongoing.	
	3.23	o Explore the feasibility of on-line Illness Benefit certification and closed certification by GPs.		
	3.24			
	3.25	o Implement a customer contact centre.		
	3.26	o Improve the effectiveness of in-work supports.		
	3.27	o Maintain the standard 10.75% rate of employers PRSI. (PFG 1.12.11)	Ongoing.	
	3.28	o Reduce complexity for customers, administrators and information providers.		
	3.29	o Complete the implementation plan for the reform of the legislative and administrative infrastructure for pensions as set out in the National Pensions Framework and implement elements as appropriate. (CER)		
		Develop new systems to support agreed recommendations for modernised Child Income Support. (CER)	Ongoing.	

	3.30	o Extend the integrated business application (BOMi) to include Disability Allowance. (PSR Sectoral para. 4)	Qtr 3 2012.	
	3.31	o Introduce electronic exchange of social security and related information with EU Member States**.** (PSR Cross-cutting para. 2)	Qtr 2 2014.	
	3.32	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)	EU/IMF progress report by Qtr 4 2011. Implementation Plan by end of Qtr 1 2012.	Streamline claim processing.
	3.33	Implement budget changes to the jobseekers schemes – o Include Sunday working in calculation for JA & JB. (PSR Sectoral para 1.5)	Qtr 1 2013.	
	3.34	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)		Ensure a more equitable and sustainable future pension provision
		o Homemakers credits will replace disregard for new pensioners.	Qtr 1 2012.	
		o State Pensions – numbers of cons for entitlement to 520.	Qtr 2 2012.	
		o State Pension Tracing Service.	Qtr 4 2012.	
		o Review Pensions Insolvency Scheme.	Qtr 2 2013.	
		o Widow's & Surviving Civil Partner Pension – number of cons for entitlement to 260.	Qtr 4 2013.	
		o Abolish State Pension Transition Scheme and increase Pension Age to 66.	Qtr 2 2014.	
		o Auto enrolment for private pension.	Qtr 3 2014.	
	3.35	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)		
	3.36	Ensure that trans-gender people will have legal recognition and extend the protections of the equality legislation to them. (PFG 3.41.4)		

	3.38	Contracting external medical assessment services to complement the Department's own Medical assessment resources. Outsourcing of DSP scanning operations.	Qtr 4 2013. Qtr 4 2013.	Will support an increase volume (and increased speed) of medical claim processing and control reviews leading to a reduction in illness related programme spend. Will also reduce requirement to seek sanction for new recruitment and facilitate Dept in meeting its ECF targets.
	3.39	Contract out activation services to complement/augment DSP internal activities.	Qtr 4 2013.	
Provision of information to the public. *4.1* *4.4* *4.13*		Development and deployment of online information services to facilitate more efficient and cost effective access for all stakeholders.		Reduced transaction costs for public bodies and improved customer service.
	3.40	Re-design of www.welfare.ie. (PSR Cross-cutting para. 2)	Qtr 4 2012.	
	3.41	Re-design GRO website. (PSR Sectoral para. 5)	Qtr 2 2012.	
	3.42	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: o mobile interface for centres.citizensinformation.ie o subscription module to citizensinformation.ie o publish ebooks on citizensinformationboard.ie	 Qtr 1 2012. Qtr 2 2012. Qtr 3 2012.	
	3.43	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.	Ongoing.	Drives more enquiries and information requests online. This frees up staff to deal with other priority regulatory activities.
	3.44	All Pensions Board reports, policy documents, information booklets and industry news only published on-line.	Ongoing.	Reduction of printing and distribution costs.
	3.45	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.	Ongoing.	Provides a very significant compliance tool and reduces staff administration time substantially.

	3.46	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.	Qtr 4 2012.	To achieve cost savings and an integrated approach. To share resources through shared services within and across sectors.
	3.47	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.	Ongoing.	Targeted focusing of materials with reduced storage and distribution costs.
Identity Management and customer data *1.10* *1.11* *1.14* *4.13* *4.15*		Improve the collection and use of customer data across the public sector, through the following:	From 2011 and over the lifetime of the Agreement.	Improvement of the quality of identity data across the public service. Better use of information to support delivery of services and decision-making. Reduced transaction costs for public bodies and improved customer service.
	3.48	o Maintenance and development of civil registration functions.		
	3.49	o Produce and manage Standard Authentication Framework Environment (SAFE)-compliant Public Service Cards and promote their usage in other agencies. (PSR Cross-cutting para. 2)		
	3.50	o Continue to develop an enhanced registration service to establish customer identity.		
	3.51	o Provide identity management services to external agencies.		
	3.52	o Develop an internal means system as a basis for the sharing of means information with other public bodies. (PSR Cross-cutting para.3)	Prototype end Qtr 1 2012. Deploy Qtr 4 2012.	
	3.53	o Develop and implement systems in support of secure data exchange with other agencies and EU Member States.		
	3.54	o Review and enhance underlying security facilities and processes to ensure that data protection principles are further embedded in DSP systems.		