



Welcome to the 2016 Civil Service Excellence and Innovation Awards

The Awards is an annual event to recognise staff excellence and innovation in the Civil Service. It is being implemented as part of Action 13 in the Civil Service Renewal Plan.

The Civil Service's ability to carry out the work of Government and deliver 'world class' public services is dependent on the commitment civil servants make, often in challenging circumstances. The Awards will recognise achievements and showcase innovations in policy and service delivery across the Civil Service under 10 award categories.

This year the standard for shortlisted projects was incredibly high and of the 74 projects submitted only 30 were shortlisted.

The shortlisting of the 74 projects was conducted by a cross-departmental and cross-grade group, while the winning projects have been selected by a Selection Committee, chaired by Dr Lucy Fallon-Byrne and comprising Mark Ryan, Brid Horan, Gerry Kearney and John Ryan.

Congratulations to all 2016 nominees – the diversity and quality of the projects was hugely impressive. It is a fantastic demonstration of the calibre of the Civil Service.

Yours,

Robert Watt
Secretary General
Department of Public Expenditure & Reform

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The Nominees

Macro-Economy and Taxation Research Programme

Department of Finance

In February 2015, Derek Moran, Secretary General of the Department of Finance and Frances Ruane, Director of the Economic and Social Research Institute (ESRI) signed an agreement on a new research programme on the Macro-economy and Taxation. This research collaboration, led by the Department, in conjunction with the ESRI ensures there is an evidence based economic framework in which to assess major issues affecting the macroeconomy and the taxation system. The programme serves to strengthen the Department's policy advice capacity by providing independent, impartial and well informed evidence based advice to the Minister and Government on the most appropriate taxation, budgetary and economic policies to maintain solid economic growth.



Engagement and Innovation (E&I): Results Focused Partnership Department of Social Protection



DSP's Engagement and Innovation (E&I) initiative has provided a unique framework for driving and leading the Civil Service Renewal Project in the department. The essence of E&I is to make the best use of HR capital to solve problems and improve services.

Based on partnership, but time bound and results oriented, E&I fosters a collaborative approach to the recognition of challenges, the identification of solutions and the management of change. This unified cross-grade approach and related 'buy in' from all staff ensures the delivery of more effective change.

The projects completed under this initiative bring about improvements to processes and the work environment in the local areas or sections and services of the Department. It solves problems in the workplace and it is inclusive. It is contributing to the ongoing process of continuous improvement in service to the public.

Employment Permit Online System (EPOS)

Department of Jobs, Enterprise and Innovation

The project delivered a transformative end-to-end global online application system for employment permits. It took just 15 months from tender to Go-live. Usage has hit 95% in the first month. The introduction of the online application system enhances Ireland's image and reputation. It brings a number of significant benefits to global and indigenous enterprises based in Ireland: a great user experience; instant interconnected global reach; multi-country input to applications online; faster turnaround of applications to decision; easy, intuitive to use and to include supporting documentation; secure online fee payments; inbuilt validation - fewer errors means fewer rejected applications. It is a great example of a World Class Civil Service driving change and renewal to the benefit of our external stakeholders while bringing both pride and efficiency dividends to staff.



Common Agricultural Policy (CAP)- Direct Payments Systems Department of Agriculture, Food and the Marine



Basic Payment Scheme (BPS) distributes €1.2bn of European funds to over 130,000 Irish farmers each year. In 2014 the team began work on this hugely complex system design and implementation that would support CAP reform 2015-2019. This was a challenging project for all with undefined requirements, introduction of a new future proofed technology stack and the adoption of a new Agile development methodology. Even with all these challenges the team delivered on each and every EU deadline.

The scale of the achievement is exemplified with a number of member states failing to go on-line in 2015. The team continue to deliver scheme changes and completed the first BPS scheme year, also adding ISO27001 accreditation to its list of achievements in the process.

Paternity Benefit Delivery Project

Department of Social Protection

The Department of Social Protection Paternity Benefit project was a joint business and technical delivery project tasked with launching the new Paternity Benefit scheme service for customers as a Digital First, highly automated service, in less than 11 months. Policy, Business and technical staff overcame a series of challenges to successfully deliver the service, making it available to customers ahead of the original timeframe and on budget, whilst opening new customer access channels, leveraging key cross-Government enabling services, & training and developing staff. The development has already been re-used to modernise the delivery of maternity benefit and provides a template for further service developments planned for the coming year.



TravelWise App

Department of Foreign Affairs and Trade

TravelWise is a free smartphone app designed to help Irish citizens to stay safe and informed while travelling or living overseas. The app provides comprehensive and trusted travel advice for 200 countries in a user-friendly and appealing way. All content is available offline, meaning that emergency contacts for our global Embassy network are always in your pocket, with no need for roaming charges. Users set alerts to receive security, health and other updates about their destination direct to their smartphone. TravelWise represents a step-change in our crisis response capacity during terrorist and other incidents. Internationally, Ireland is now at the top of the class in our ability to interact and communicate instantaneously with our citizens around the globe in the event of such a crisis.



The Invisible Killer: Identifying New Designer Drugs in Post-Mortem Forensic Toxicology

The State Laboratory



The project to identify new designer drugs in post-mortem forensic toxicology samples was nominated by the State Laboratory. This project coupled innovative analytical chemical technology with proactive monitoring of national and European drug alerts to optimise the current toxicology screening strategy where many designer drugs, also known as Novel Psychoactive Substances (NPS), were outside the traditional scope of testing.

This novel approach has the major advantage that data from suspect cases can be retrospectively analysed for new NPS without the need for physical retesting of the original sample. Key stakeholders (e.g. the Coroner's Service and the general public) are now benefiting from a faster, cheaper and more relevant toxicology screening service that captures a current and realistic 'snapshot' of the drug market thus ensuring better outcomes in death investigations.

Re-Develop CSO House Price Statistics

Central Statistics Office



On 21 September 2016, the Central Statistics Office (CSO) launched a new Residential Property Price Index (RPPI) for Ireland which covers all market transactions in the residential property market and measures price change with greater accuracy. For the first time, it includes new regional and Dublin administrative area price indices and additional indicators on volume, value and average price of residential property transactions.

In addition to the wealth of information now being published, the most innovative aspect of the new RPPI are the methods employed to produce the new statistics. By linking data sources together (Stamp Duty Returns, Building Energy Ratings certification data, the

Geodirectory and the Census Small Area Population Statistics), the CSO has been able to improve both the quality and detail of the RPPI and compile comprehensive additional indicators. This illustrates the potential for obtaining new statistical insights, at aggregate level, from linking and analysing administrative records.

Reducing the Price of Medicines in Ireland

Department of Health

An inter-Departmental Strategy Group and Negotiation Team was established to enter into negotiations with the pharmaceutical industry on a new multiannual pricing and supply agreement for medicines. The combining of expertise from the **Department of Health, Department of Public Expenditure and Reform, the HSE and the Office of Government Procurement** ensured a unified approach to a whole-of-Government policy challenge. Through collaboration, detailed preparatory work, and skilful management of negotiations a new agreement was reached that has reduced the cost of medicines to the State and which will facilitate continued adoption of new medicines for Irish patients.



Early-Years Education-Focused Inspection (EYEI) Department of Education and Skills

Our project involved the development of a model of inspection that focuses on the quality of educational provision in early-years settings participating in the Early Childhood Care and Education (ECCE) Programme; the universal free preschool programme funded by the Department of Children and Youth Affairs for 72,000 children nationally.

A draft quality framework and associated inspection processes were published in May 2015. This also marked the start of a process of extensive consultation by the DES with all early-years stakeholder groups which continued until March 2016. The project also required the recruitment and training of a team of early-years inspectors with qualifications and experience in early childhood education. After a national pilot of the inspection model, a series of national consultation fora were held to allow for refinement based on the experience and feedback of early years stakeholder groups. The final version of the model was signed off by the Ministers for Education and Skills and Children and Youth Affairs jointly on April 12th 2016 and since April 14th, 182 EYEI have been completed covering every county in Ireland. The first 44 inspection reports were published in June 2016 making rigorous, evidence-informed information on the quality of practice in early-years education settings funded by the State, available and accessible to parents, professionals and policymakers for the first time ever.



SME Access to Public Procurement

Office of Government Procurement

There is a perception that the Procurement Reform Programme may negatively impact on the Small & Medium Enterprises (SME) Sector. Therefore, the OGP has proactively engaged with key stakeholders to address their concerns. Minister of State Eoghan Murphy chairs the SME Advisory Group. This Group consists of representatives of the SME Sector (ISME, SFA, CIF, IBEC, and Chambers Ireland) along with relevant State Bodies (OGP, JEI, EI and ITI). Procurement also features in the Programme for Government. The OGP has taken steps to address industry concerns including undertaking market analysis, promoting transparency through advertising tenders above €25k, breaking larger contracts into lots, building awareness through events such as “meet the buyer” and encouraging SMEs to register on e-Tenders. These actions drive change and support Civil Service Renewal.



“Have Your Say”

Irish Human Rights and Equality Commission (IHREC)

The IHREC launched a public consultation on the development of its first strategy statement in 2015. “Have Your Say” was a nationwide public consultation carried out over a five-month period to inform the development of a comprehensive 3-year programme of work for the newly merged body. The process was ambitious in scope and took an innovative and multifaceted approach to public participation in strategic planning. The different strands of the consultation included written and online submissions, public meetings and outreach aimed at encouraging participation from a diversity of groups and individuals. The scale scope of the process is evidenced by the numbers: 700 contributions received, 7,840 miles travelled and 64000 online conversations sparked.

A focus on innovation, accessibility, creative methodologies and openness resulted in a meaningful public engagement and an organisational strategy that was responsive and accountable.

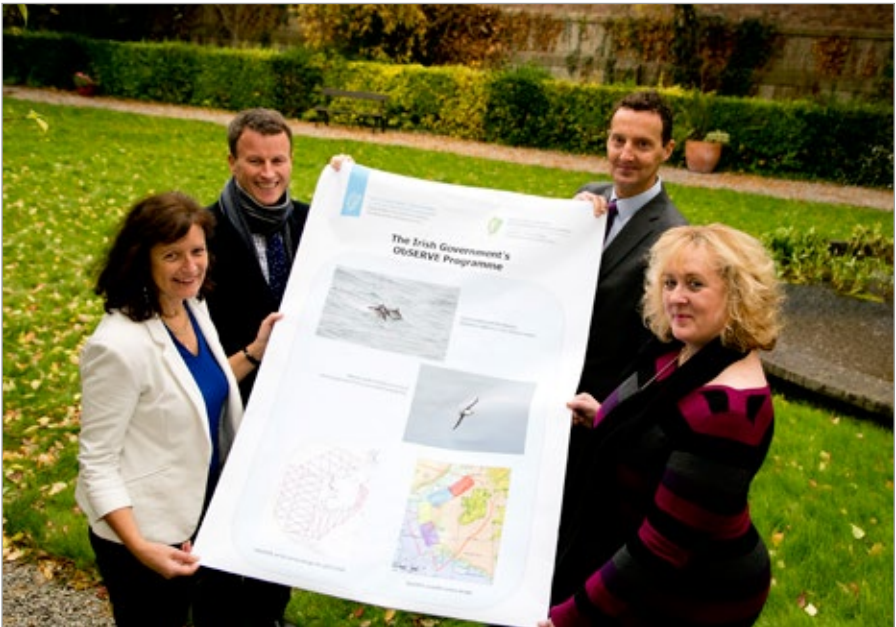


ObSERVE,

Department of Communication Climate Action and the Environment

DCCA, in partnership with the National Parks and Wildlife Service, has devised a programme of targeted acoustic (sound) and aerial surveys of Cetaceans (whales, dolphins and porpoises) and Seabirds in Irish offshore. This programme, costing over €2.7 million, has the title ObSERVE and is designed to support the sustainable development of the Irish offshore oil and gas industry. This is the first time in the EU, to the best of our knowledge, that the authority responsible for oil and gas exploration and the authority responsible for nature conservation have teamed up to find answers to the complex issues of mutual concern.

To date both the quality and quantity of the data acquired from the ObSERVE project has surpassed expectations and Ireland's international reputation has been considerably enhanced due to the foresight, concept and proactive nature of this project.



Facilitating Trade Through Irish Ports

Office of the Revenue Commissioners

Revenue is a customer-focused administration striving to consistently deliver high quality services that support voluntary compliance. In 2014, Revenue listened as the Port of Cork Company explained the difficulties experienced by their customers in moving goods through its container terminal in Tivoli smoothly and reliably. Revenue responded by setting up a multidisciplinary team to undertake an integrated project with them to develop appropriate workflow and communication channels between both organisations systems. Fast forward to 2016 and the project has resulted in goods being moved much more efficiently through the Port, earlier notification of customs clearance, a dramatic reduction in paper handling and workflow, and a significant improvement in validation and data quality control to Revenue. It has delivered tangible commercial benefits to hauliers and importers in the faster and more reliable collection and distribution of goods.



Emergency Resettlement from Syria to Ireland Programme (ERSIP)

Department of Justice and Equality

Resettlement is a durable solution for protracted refugee situations. It involves the selection and transfer of refugees from a state in which they have sought protection to a third state which has agreed to admit them. To date 1684 refugees have been admitted from 28 different countries and have been resettled in 32 different communities throughout Ireland.

The Office for the Promotion of Migrant Integration (OPMI) is the section of the Department of Justice and Equality responsible for developing, co-ordinating and implementing Ireland's Resettlement Programme including the selection of the refugees and their orientation and integration into a new Irish community. Ireland was one of the first countries to respond to the call for resettlement of refugees directly from Syria, and this project relates to the resettlement of 30 Hazara refugees who were admitted from Damascus and were very successfully resettled in Tullamore in 2013/2014.



Euro2016

Department of Foreign Affairs and Trade

The Euro2016 project was an innovative response to the challenge posed by the unprecedented number of Irish citizens travelling to France to attend the European Football Championship during a national state of emergency in France.

The many months of preparation in cooperation with other Government Departments, An Garda Síochána, the FAI, UEFA, French national and regional authorities and police, as well as Irish and French media engagement, ensured the Department delivered an outstanding service to Irish citizens in France and to their families in Ireland.



eTax Clearance

Office of the Revenue Commissioners

The project regenerated the tax clearance scheme which ensures that those who derive an economic benefit from the State through permits, contracts, grants, etc., are in compliance with their tax and customs obligations. Taxpayers no longer provide a paper certificate to confirm tax clearance to a third party. Now, tax clearance is verified by simply supplying the 'Tax Clearance Access Number' and Tax Reference Number to the relevant 3rd party. The new system provides taxpayers with online tax clearance based on real-time tax return and payment information. The previous paper based system issued certificates which were valid for 1 year, even if the customer subsequently became non-compliant. eTC facilitates 3rd parties in rapidly verifying multiple tax clearance checks in real-time through bulk processing and automatic data feeds. The regenerated system allows the Revenue to withdraw a certificate if a customer later becomes non-compliant.



Flood Studies Update (FSU) Web Portal

The Office of Public Works

The Flood Studies Update (FSU) Web Portal, launched in June 2014, is a key output of the FSU Research Programme that was initiated, managed and funded by the Office of Public Works. The Programme represents a substantial update of the 1975 Flood Studies Report, which provided methodologies for flood estimation in Ireland and the United Kingdom. It now forms the foundation for all future design flood estimation in Ireland. The 21 Research Reports and extreme rainfall and flood estimation methodologies that derive from the research are implemented in the free-to-use FSU Web Portal. The portal facilitates the estimation of extreme flood flows and rainfall depths at approximately 134,000 river locations in Ireland using an interactive map based search tool linked to a series of algorithms related to river catchment characteristics. Users are then guided by the portal through all of the steps of a rainfall or flood estimate calculation.



Catchments.ie – Water from Source to Sea

Department of Housing, Planning, Community and Local Government



Catchments.ie is an inter-agency collaboration between the DHPCLG, the EPA and the newly established Local Authorities Waters and Communities Office. It is a mobile-friendly website that provides data, graphics and mapping to give a comprehensive picture of water quality – the historical and current status and future risks – across Ireland as a means of promoting understanding and participation by the general public (and specialists alike) in the maintenance of our rich and valuable water resources.

It constitutes the front end for a new database that takes a structured approach to both holding and assessing water quality data. The website has been built with Open Source Software and as much data as possible on the website has been made Open Data. The website will support public consultation on new River Basin Management Plans for the 2nd Cycle of the Water Framework Directive in the first half of 2017.

Investment in New Recruits

Office of the Revenue Commissioners

Revenue changed its approach to the recruitment, retention and capability development of new recruits by introducing a coordinated recruitment, training and mentoring development programme, primarily for newly recruited COs, EOs and AOs. New recruits now go directly into appropriate training programmes which are externally accredited. To date more than 200 newly recruited COs have been awarded Certificates in Taxation. The training programmes are already delivering skilled staff much earlier than previous programmes and are supplemented by an enhanced CPPD programme available to all staff in Revenue. The up skilled staff are already delivering improved customer service to the public, with PAYE telephone service standards now being fully achieved. This project demonstrates Revenue's commitment to investing in its people to ensure it delivers a World Class Service.



EU Edition of gradpublicjobs.ie Public Appointments Service

In 2015, we expanded gradpublicjobs.ie to include an EU and International section in collaboration with the Department of Foreign Affairs and Trade, the Department of the Taoiseach, and Global Horizons. Following the success of this section we have recently enhanced this offering with the launch of our EU edition to provide the most useful information in a user-friendly and engaging way. The key objective of this resource is to facilitate graduates to apply, and ultimately become successful in being placed in roles across EU and international organisations. It is a new place for graduates to visit and learn about many of the exciting opportunities available to them across the EU.



Establishing Ireland-Ethiopia Air Link

Department of Foreign Affairs and Trade

The Addis Ababa to LA route, via Dublin, became the first scheduled flight from Ireland to anywhere in Africa. Bringing Ethiopian Airlines, Africa's largest airline, to Ireland was a successful collaboration involving three Departments (**Foreign Affairs and Trade, Tourism, Transport and Sport, Justice and Equality**), two airports (Dublin and Shannon), one Embassy (Addis Ababa), a Consulate (San Francisco), the Revenue Commissioners and the airline, drawing on two treaties and a statutory instrument.

The airline lands in Dublin 16 times a week with flights bound for LA, Washington D.C. and Toronto and from October 2016 cargo flights from JFK to Brussels transit Shannon Airport twice weekly. They have opened up opportunities for Irish exporters and routes for tourists heading for Ireland. This initiative is emblematic of a maturing relationship between Ireland and Africa, moving beyond traditional donor-recipient ties with a continent on the move.

Implementation of DNA Database Forensic Science Ireland



Under The Criminal Justice (Forensic Evidence and DNA Database System) Act 2014 FSI was appointed as custodian of the Irish DNA database. This has involved both the design and implementation of the new national database model. As with any new model it has required substantial preparation and rigorous testing to ensure that it is effective, reliable and can stand up to the scrutiny required by the Criminal Justice System. At every step FSI has taken this responsibility seriously to ensure that the database will earn a high reputation and that its full potential is achieved.

Heretofore, the high discriminating power of DNA was useful only when Gardaí had nominated a suspect. The operation of the database has now widened the use of DNA to provide a high quality intelligence tool which is proving invaluable in the fight against 'volume crime', such as burglary and theft, and also in the investigation of serious offences against the person. To-date there have been several case examples where offenders have been caught for serious crime following a database match. FSI are continuing to develop the database in collaboration with stakeholders to ensure that it enjoys wide public support as an essential tool to fight crime.

“Digital First” – Spatial Data Solution

Property Registration Authority



The Spatial Information Unit (SIU) in the Property Registration Authority (PRA) was established to exploit the potential of the digitally enabled Land Register. Using Feature Manipulation Engine (FME) software the SIU queries the PRA spatial database (comprising in excess of 2.1 million properties) extracting information to facilitate the transfer of all National water assets from Local Authorities to Irish Water.

The PRA's recommendation to Department of Energy Communications and Local Government to use intelligent PRA spatial data as an enabler to facilitate the project has been viewed as a game changer resulting in the

avoidance of complicated mapping queries thus yielding time and cost savings to all stakeholders. In summary, this project wholly encompasses the five key strategic objectives which underpin the 2015 Public Service ICT Strategy, namely; Build to share, Digital First, Data as an enabler, Improve Governance and Increase Capability.

My GovID – SAFE

Department of Social Protection

The Public Services Card (PSC), the SAFE registration standard, and MyGovID form a unified platform for authenticating identity so that a customer with a valid PSC (including digitised photo and signature) requires no further evidence of identity in person, and via verified mobile phone details and MyGovID, can prove who s/he is online when transacting with any public service. This enables time and resource savings previously consumed re-verifying identity every time a member of the public accessed public services, with safer, simpler, faster customer access, and confidence for public service providers that customers are authenticated to a substantial assurance of identity (SAFE level 2) exceeding all other existing identity standards in the State. The platform is governed by a senior-level Interdepartmental Policy Group and is available to any public service body to facilitate them delivering their high-value and personalised services digitally.



ISO 27001 Implementation

Department of Agriculture, Food and the Marine



The project team achieved ISO 27001 Information Security certification by working in a collaborative and pragmatic fashion. The team worked with 12 different divisions, 1500 staff across 6 locations in Ireland. The first phase of the project was to establish a robust information security management system. Once this was established the team reviewed existing, and implemented new, information security policies and changes to work practices across the Department. All business divisions (and supporting corporate divisions) under which EU Common Agriculture Policy payments are processed were subject to the ISO 27001 certification.

Co-facilitation of UN Refugee and Migration Agreement

Department of Foreign Affairs and Trade

The Permanent Mission of Ireland to the UN in New York co-facilitated the negotiations for the modalities and outcome of the UN Summit on Large Movements of Refugees and Migrants, which took place at the UN General Assembly on 19 September 2016. The aim of the Summit was to bring the international community together behind a more humane and coordinated approach to the ongoing refugee and migration crisis. Ambassador Donoghue and his team led complex negotiations with multiple state and non-state actors. The team secured agreement on a way forward despite divisions among Member States and very different approaches, particularly on the question of migration. All UN Member States have now agreed, for the first time ever, to negotiate global compacts on refugees, and on migration by 2018 and to do this within the existing legal and normative framework – which UN Member States have committed to implement.



DF ESS Pilot Programme

Department of Defence and Department of Social Protection

This project involved the development and implementation of a novel Employment Support Scheme (ESS) pilot program harnessing the expertise of the **Depts. of Defence and Social Protection**, the strengths of the Defence Forces (DF's), and in collaboration with the DDLETB (Baldoye Training Centre). The Scheme is targeted at unemployed 18-24 year olds who had been up to 3.5 years unemployed and facing significant barriers to gaining employment. The pilot encompassed an innovative training programme, consisting of 5 weeks of military-orientated training interspersed with 5 weeks of education-orientated accredited training by Baldoye Training Centre. The ESS provided participants with new skills, competencies and self-development that enhanced their capacity to pursue employment, work experience or further educational opportunities. This is an innovative project involving collaboration of different arms of the State.



EAS Service

Department of Health

The Emergency Aeromedical Support Service is an emergency aeromedical service which targets high-acuity patients, generally in the west of Ireland, where geographical and demographic factors result in longer transfer times to hospital contributing significantly to clinical risk. The service was established on a permanent basis in July 2015, following the report of the EAS Working Group, a cross-Departmental and cross-agency group established to assess and recommend options for the establishment of a permanent service. The service was conceived, piloted, and permanently established in difficult economic times and has now completed over 2,500 missions. The establishment of this service has provided people in the west with more timely access to acute emergency health services. As a direct result of this service, where the National Ambulance Service works alongside the Air Corps, supported by the Coast Guard, lives have been saved.



Ireland 2016 Centenary Programme

Department of Arts, Heritage, Regional, Rural and Gaeltacht Affairs

The Ireland 2016 Centenary Programme is the official State programme to commemorate the centenary of the 1916 Easter Rising and to facilitate reflection, celebration, analysis and debate and an active imagining of our future. It has been driven by a genuine collaboration & co-operation across Government Departments: **Dept. Arts, Heritage, Regional, Rural and Gaeltacht Affairs, Office of Public Works, Dept. Foreign Affairs and Trade, Dept. Education and Skills, Dept. Defence, Dept. of the Taoiseach and An Garda Síochána.** The scale & depth of the programme is unprecedented and it has engaged our citizens at home and abroad in an exceptional way, with tangible benefits experienced at community and national level. The programme is grounded in the principles set out by the Expert Advisory Group that the commemorations should be measured and reflective and informed by a full acknowledgement of the complexity of historical events and their legacy and of the multiple identities and traditions which are part of the Irish historical experience.



The following projects were also submitted for the 2016 awards – this list highlights the vast capabilities and diversity of the Civil Service.

The Awards team would like to sincerely thank all those who took the time to complete an application form.

Project Name

- » Civil Service Graduate Development Programme
- » Historic Environment Viewer
- » Build to Share Applications
- » Military Pensions Archive Project
- » Dublin Immigration Registration Office
- » CSO Recidivism Study for the Probation Service and Irish Prison Service
- » Scheme of Aid and Advice for Mortgage Arrears
- » The Conduct of the 2016 Census
- » Develop and Enhance Visitor Experience at National Parks and Reserves
- » Online Training Booking Site
- » EDEN for Licenses
- » 2015/16 Emergency Flood Response
- » Civil Service Employee Engagement Survey
- » National Maternity Strategy
- » Irish Language Translation of EU Law
- » Growing Business Through Digital
- » On-line Property Information for All
- » Integrated Planning
- » Global Horizons
- » Primary Online Database (POD)
- » Organisation Review (OR)

- » Introduction of New Licensing System
- » Electronic Irish Statute Book - eISB
- » Inspectorate Management Information System
- » Integrated Licensing Application Services (ILAS)
- » Beef Pricewatch App/Infographics
- » Student Universal Support Ireland
- » Custom House Visitor Centre
- » GRO Civil records/Genealogy project
- » The Bradford Factor
- » Website Redevelopment
- » Be Winter Ready Campaign
- » Passport Service
- » Tackling Fraud through Collaboration
- » Dublin Airport Civilianisation of Immigration Control Functions
- » Life in 1916 Ireland: Stories from Statistics
- » Managed Print Service
- » Access and Inclusion Model for Pre-School
- » Tech/Life Ireland
- » Warmth & Wellbeing Pilot Project
- » Beef Access to US Market
- » L&RS visualisation project: Static Information
- » Social Media '16
- » Establishment of Policing Authority