

Appendix 1

Action Plan for Public Service Reform 2014 - 2016

- 1.** A Focus on Service Users
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1. A Focus on Service Users

- 1.1. Alternative models of service delivery
- 1.2. Digital government
- 1.3. Improving customer experience

1.1 Alternative Models of Service Delivery

Key Objective: To design and deliver better and more cost effective public services using innovative alternative delivery models in partnership with the voluntary, community and private sectors

Planned Benefits

- Better outcomes for users of public services
- Greater potential for innovation in business practices through access to the wider set of skills, knowledge and technologies available from external sources
- Cost and efficiency savings arising from better work and management practices and from enhanced performance measurement
- Greater concentration on delivering organisational objectives and outcomes through outsourcing of peripheral functions

Actions over the next three years	Start	End
1.1.1 Enhance the capacity and capability of the Public Service to design, source and manage public services in partnership with alternative providers		
i. Build a team of managed service procurement specialists – focusing on how to execute the procurement aspect of the end-to-end External Service Delivery process within the Office of Government Procurement	Q1 2014	Q2 2014
ii. Up-skill Public Service managers in the execution of end-to-end outsourcing	Q1 2014	Q2 2014
iii. Develop a decision making framework for the planning, design, delivery and management of services	Ongoing	Q2 2015
1.1.2 Address any barriers to alternative service delivery models		
i. The regulatory framework will be aligned so as to suit greater adoption of alternative service delivery models, as appropriate	Q1 2014	Q4 2015
1.1.3 Embed alternative service delivery strategy into the overall aims of Public Service reform		
i. Embed overall external service delivery strategy into public bodies' Integrated Reform Delivery Plans and with cross-cutting reform initiatives in the areas of procurement, digitalisation, shared services and property asset management	Q1 2014	Q4 2014
ii. Each Department, as part of the forthcoming Comprehensive Review of Expenditure, will develop proposals for allocating existing resources on a more competitive process	Q1 2014	Q3 2014
1.1.4 Deliver better and more cost effective public services through greater use of alternative service delivery		
i. All Departments and major Offices that have not already done so will prepare detailed benefits-driven external service delivery plans and submit them to Government	Ongoing	Q3 2014
ii. The external service delivery plans prepared by each Department, Office and Sector will be updated and submitted to Government on an annual basis	Q1 2014	Ongoing
iii. Business cases for a number of cross-Departmental alternative service delivery projects will be advanced in the areas of:		
a. Debt Management	Ongoing	Q1 2014
b. Medical Assessments	Q1 2014	Q4 2014
1.1.5 Make greater use of more innovative models of service delivery		
i. Pilots will be implemented using new service delivery structures, such as employee mutuals and joint ventures, once thorough business cases confirm their value. The Public Service will aim to work with the voluntary sector and social enterprises, whose profits are reinvested for social purposes, as well as the private sector	Q1 2014	Q4 2016

Actions over the next three years	Start	End
1.1.6 Social Impact Investing		
i. Progress a social impact investing pilot project for homeless families in the Dublin region, which will involve: <ul style="list-style-type: none"> • Seeking private sector investment partners to provide long-term sustainable, stable homes for 136 homeless families in the Dublin region • Sourcing appropriate accommodation • Providing intensive support to help such households settle into their new accommodation and integrate into the local community and sustain their new tenancies 	Ongoing	Q4 2016

1.2 Digital government

Key Objective: To prepare, publish and drive implementation of a new ICT Strategy for the Public Service in collaboration with the Public Service Chief Information Officer (CIO) Council

Planned Benefits

- Improved user-experience for the citizen
- A range of improved transactional processes fit-for-purpose in a digital world
- Cost reductions and the development of an improved supply chain that delivers better value for money
- A more capable, mobile and digitally engaged public service workforce
- New and improved delivery mechanisms and processes across the Public Service
- Development of common public service platforms and the acceleration in uptake of cloud computing opportunities

Actions over the next three years	Start	End
1.2.1 Develop ICT Strategy		
i. Develop an ICT Strategy for the Public Service in collaboration with the Public Service Chief Information Officer Council	Q1 2014	Q2 2014
ii. Develop a Strategic Implementation Plan for the ICT Strategy in consultation with the CIO Council and other key stakeholders, which will identify Senior Responsible Officers with responsibility for driving individual strands of the ICT Strategy	Q2 2014	Q3 2014
1.2.2 Drive and coordinate implementation of ICT Strategy		
i. Office of the Government Chief Information Officer (OGCIO) to work closely with Departments and Offices to ensure implementation of the ICT Strategy	Q1 2014	Q4 2016
ii. OGCIO to work with CIO Council and Government Chief Procurement Officer/ ICT Category Council to ensure that work in respect of the implementation of the ICT Strategy is closely aligned	Q1 2014	Q4 2016
iii. OGCIO to work with CIO Council and other key stakeholders to prioritise the use of the digital channel ("Digital First") by making it so straightforward and efficient that citizens and businesses prefer digital services	Q1 2014	Q4 2014
1.2.3 Invest to Transform and Designed for Digital		
i. OGCIO, in conjunction with Vote Sections in the Department of Public Enterprise and Reform, to develop proposals to ensure that an agreed proportion of savings achieved through implementation of the ICT Strategy are available for re-investment in ICT transformation projects within Departments/Offices	Q1 2014	Q2 2014
ii. Identify key transactional public services and transform the way they are delivered. Following collation and analysis of the data which has been gathered on these transactional processes, the findings will be published	Q1 2014	Q1 2014
iii. Following collation, analysis and publication of the data on these transactional processes, the "Top 20" will be identified for consideration as to how they can be significantly improved through digitalisation	Q2 2014	Q4 2016

Actions over the next three years	Start	End
1.2.4 Improve Data Use and Sharing, including Open Data		
i. Prepare Heads of a new Data Sharing and Governance Bill designed to deliver improved digital transactional services	Q1 2014	Q3 2014
ii. Establish an Open Data Board and Steering and Implementation Group, and develop an Open Data portal (collaboration between OGCIO and Government Reform Unit in the Department of Public Enterprise and Reform)	Ongoing	Q2 2014
iii. Deliver improved access to geo-spatial information for public services, businesses and citizens by developing a National Spatial Data Strategy and National Mapping Agreement	Q1 2014	Q4 2014
iv. Improve the outcomes of existing and new public services through the increased exploitation of emerging big data analytics	Q1 2014	Q4 2016
v. Deliver a range of new public service applications based on the Single Customer View	Q1 2014	Q4 2016
1.2.5 Public Services Card		
i. Improve access to public services through the continued roll-out of the Public Services Card (PSC) by the Department of Social Protection	Ongoing	Q4 2016
ii. Increase the exploitation of the PSC infrastructure across other appropriate services to reduce transactional costs	Q1 2014	Q4 2016
1.2.6 Consolidation and Cloud		
i. Development of a National Interoperability Framework	Q2 2014	Q2 2015
ii. Increase the agility and reduce the cost of delivery of public services through the continued roll-out and uptake of a range of common services including the Government Network and Public Service Cloud computing ecosystem	Ongoing	Q4 2015
1.2.7 Security		
i. Assure the protection of digital public services through delivery of a Government Cyber Security Strategy	Q1 2014	Q3 2014
ii. Develop a Federated Authentication System for the Public Service	Q1 2014	Q4 2016

1.3 Improving customer experience

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

Planned Benefits

- Make the customer's interaction with the Public Service simpler, faster and more satisfying
- Make information more easily accessible and easily understood
- Facilitation of service improvements at organisational and sectoral levels

Actions over the next three years	Start	End
1.3.1 Identify customer improvements to be implemented at organisational level, as this is where most customer interaction takes place		
i. Use annual Departmental Integrated Reform Delivery Plans (IRDPs) to identify customer service improvements at organisational level. Some examples of the many improvements set out in current IRDPs include the following: <ul style="list-style-type: none"> • The Department of Social Protection's Intreo offices will be further developed to provide a more streamlined approach to its customers, offering practical, tailored employment services and supports for both jobseekers and employers • The Child and Family Agency (CFA) will have service responsibility for child welfare and protection services currently operated by the HSE • The creation of Irish Water will enable a greater focus on the single integrated delivery of water and waste water services to the citizens of Ireland • All second level schools will have 100 Mbps broadband installed by the end of 2014 with 216 schools being connected in 2013 • The new Local Government Portal "localgov.ie" will facilitate one stop shop access for all citizens to all local authority services • The Department of Jobs, Enterprise and Innovation's reform of the State's workplace IR services and structures will simplify the workplace relations landscape and improve accessibility and information for service users • Implementation of the new Postcodes system that will help emergency, postal and other service providers (including online services) to locate all households. • New Local Enterprise Offices will provide "first-stop-shops" for the micro-enterprise and small business sector to avail of enterprise support services, other direct business supports and co-ordinated access to other services for business 	Ongoing	Ongoing
	Ongoing	Ongoing
	Q1 2014	Ongoing
	Ongoing	Ongoing
	Ongoing	Q4 2014
	Ongoing	Ongoing
	Ongoing	Ongoing
	Q1 2014 Q2 2014	Q2 2015 Ongoing
ii. Organise an annual Quality Customer Service conference to share best practice and provide networking opportunities for customer service officers across the Public Service	Q1 2014	Q4 2016
iii. Promote the provision of customer service training for key frontline staff in all public bodies	Q1 2014	Q4 2016
1.3.2 Strengthen the effectiveness and quality of Customer Charters		
i. Assess quality of customer charters in the Civil Service	Q2 2014	Q3 2014
ii. Promote the further roll-out of Customer Charter Initiative to Bodies / Agencies	Q2 2014	Q4 2014
iii. Ensure that Departments / Offices develop ambitious customer charters and accompanying customer service improvement action plans	Q3 2014	Ongoing
1.3.3 Improve the accessibility of information for the citizen		
i. Continue to centrally promote the benefits of the use of plain language including through guidelines, training and other supports	Q1 2014	Q4 2014

Actions over the next three years	Start	End
ii. All Public Bodies should commit, including in their Customer Charters, to making information more accessible to the citizen and particularly to maximising the use of plain language in letters, applications forms, information leaflets etc	Q1 2014	Ongoing
1.3.4 Improve levels of engagement with citizens		
i. Commission, deliver and disseminate the results of a 2014 Civil Service customer satisfaction survey	Q2 2014	Q4 2014
ii. Undertake organisational level surveys of customers at least once every two years	Q1 2014	Ongoing
iii. Increase the level of customer engagement through a range of mechanisms including the use of social media, mobile access devices, focus / user groups, surveys, meetings / seminars and consultation processes	Q1 2014	Ongoing
1.3.5 Standard Bank Account		
i. Roll-out of standard bank account nationally to improve financial services for service users without a typical bank account	Q2 2014	Q3 2014

2. A Focus on Efficiency

- 2.1. Cost of the Public Service and Productivity
- 2.2. Shared Services
- 2.3. Public Procurement
- 2.4. Property Asset Management
- 2.5. Public Expenditure Reforms

2.1 Cost of the Public Service and Productivity

Key Objective: To deliver a productive, cost-effective and affordable Public Service, including through the full utilisation of the provisions set out in the Haddington Road Agreement

Planned Benefits

- Improvements in productivity to facilitate better service delivery
- Delivery of further payroll and efficiency savings
- Additional hours worked to result in direct cost savings in terms of Overtime and Agency costs
- Implementation of change programmes within existing staff resource capacity
- Organisational restructuring, in line with business needs, within reduced staff numbers

Actions over the next three years	Start	End
2.1.1 Public Service Numbers		
i. Develop and agree a delegated staff resource framework for the Civil Service for the post 2014 period	Q1 2014	Q4 2014
ii. Develop and agree a delegated staff resource framework for the Public Service, using the experience from the Civil Service	Q2 2015	Q4 2015
iii. Roll-out delegated staff resource framework in the Civil and Public Service	Q1 2015	Q1 2016
2.1.2 Use of Additional Hours under the Haddington Road Agreement		
i. All Departments to complete annual Integrated Reform Delivery Plans to include proposals for the further utilisation of additional hours to ensure maximum benefit, building on the approach over the first six months of the Agreement	Ongoing	Q4 2016
ii. Reduce expenditure on overtime payments through utilisation of additional hours	Ongoing	Q4 2016
iii. Reduce expenditure on agency staff in the health sector	Ongoing	Q4 2016
iv. Use additional hours to support the extension of opening hours and improved phone services / customer care	Ongoing	Q4 2016
v. Revision of rostering arrangements across all sectors to ensure that the benefits of the additional hours are maximised and to ensure that resources are matched with peak demands for services	Ongoing	Q4 2016
vi. Implement revised arrangements for Supervision and Substitution arrangements in the education sector as provided for under the Haddington Road Agreement	Ongoing	Q4 2016
2.1.3 Further workplace changes		
i. Bring forward proposals for grade rationalisation in each sector as provided under the Haddington Road Agreement	Ongoing	Q3 2014
ii. Develop and implement proposals to further reduce management numbers as provided under the Haddington Road Agreement	Ongoing	Q1 2016
iii. Continue to implement improvements to work practices and rosters in line with the Haddington Road Agreement	Ongoing	Q1 2016
iv. Conduct a review of An Garda Síochána in line with the Haddington Road Agreement	Ongoing	Q2 2014
v. Effectively utilise the redeployment arrangements set out in the Haddington Road Agreement	Ongoing	Q1 2016
vi. Introduce performance management systems where none currently exist and revise and strengthen existing arrangements as provided for under the Haddington Road Agreement	Ongoing	Q1 2016

2.2 Shared Services

Key Objective: To continue to envision, launch, grow and transform public value through Shared Services Programmes

Planned Benefits

- Public Service staff freed up to focus on more strategic areas and core services
- Improved effectiveness of back office services that deliver timely and accessible management information for decision making
- Improved service quality through standardisation of processes to reduce complexity
- Increased use of technology aimed at reducing cost and improving efficiency
- Reduced operational costs by leveraging economies of scale and eliminating duplication across organisations
- Greater integration of back office functions across the Public Service

Actions over the next three years	Start	End
2.2.1. Careful monitoring and continued development of Civil Service Shared Services programmes to support the delivery of the Shared Services mandate		
i. PeoplePoint: The transitioning of all 40 in-scope bodies will be completed in 2014. Stabilisation, benefits tracking, continuous improvement initiatives and over time the onboarding of new customers	Ongoing	Q4 2016
ii. Payroll Shared Services: Implementation of a Payroll Shared Services Centre across 3 locations (Killarney, Galway and Tullamore) involving the transitioning of 53 in-scope bodies throughout 2014/2015; from 2016, continuous improvement initiatives and opportunities for further consolidation to reduce costs and improve service quality	Ongoing	Q4 2016
iii. Financial Management Shared Services: The project is moving to its next phase, including the specification of detailed Finance business requirements and commencement of design work on the preferred solution.	Ongoing	Q4 2014
iv. Learning and Development Shared Services: The completed baseline report will form the basis of a feasibility study and business case to inform the preferred option for Learning and Development. Subject to approval, implementation of the preferred solution will commence in 2014	Q1 2014	Q2 2015
v. The Office of the Government's Chief Information Officer will develop a Shared Services ICT strategy to underpin the technology and IT solutions required to run effective, efficient Shared Services Centres	Ongoing	Q4 2014
vi. New Pipeline of Projects: Certain other back office and specialist functions will be assessed for their suitability to a shared services environment	Q1 2014	Q4 2016
vii. Benefits tracking: Costs, benefits and project milestones will be monitored to ensure successful delivery of each business case. The FTE reductions and the restructuring of the "retained" function of each customer Department/ public body essential to yield the benefits from shared services will be reported	Ongoing	Q4 2016
viii. Measurement: A performance measurement scorecard to track high level outcomes and key performance indicators that provide assurance on the performance of Shared Service Centres will be developed	Q2 2014	Q4 2014

Actions over the next three years	Start	End
2.2.2. Manage and Mitigate Risks for Civil Service Shared Services Programmes		
i. Robust Programme Management principles will continue to be applied to all Shared Services Projects to manage and mitigate the risks associated with large projects in terms of time and budgetary over-runs and scope creep	Ongoing	Q4 2016
ii. Careful monitoring of programme expenditure will be undertaken by Project Managers	Ongoing	Q4 2016
iii. A cross-departmental approach to resourcing shared services programmes and centres will be the responsibility of SROs with the support of Programme Boards and the Shared Services Steering Board	Ongoing	Q4 2016
2.2.3 Establish the National Shared Services Office (NSSO) and: implement Governance Policy for Shared Services		
i. Appoint a Director of the National Shared Services Office	Q2 2014	Q3 2014
ii. Establish the National Shared Services Office initially on an administrative basis to provide leadership and oversight of shared services and to develop shared services policies that ensure centres are customer service focused	Q3 2014	Q4 2015
iii. Implement and manage governance structures and boards in Shared Services Centres as per the Governance Policy for Shared Services	Ongoing	Q4 2016
iv. Establish a Risk and Control Unit within the National Shared Services Office and implement the key principles of a risk intelligent organisation within Shared Services Centres	Q3 2014	Q4 2016
v. Develop shared services policies that drive the highest possible standards of performance in shared services centres and benchmark operations to ensure that centres develop a culture of continuous improvement	Q2 2014	Q4 2015
2.2.4 Assist Sectoral Shared Services Projects in the Education, Health and Local Government Sectors		
i. Laois County Council will commence provision of Shared Payroll and Superannuation services on behalf of all local authorities. Once fully operational, there will be expected annual savings of €4.3 million per annum	Q1 2014	Q4 2016
ii. A feasibility study and business case will be prepared in relation to Accounts Payable in the Local Government sector. Phase I will commence in 2014 implementing the Business Process Improvements required and the updating of IT systems as a consequence of the structural change brought about by Putting People First. Phase II will see the establishment of a National Accounts Shared Service on a phased basis and the migration to a National Financial System	Q1 2014	Q4 2016
iii. The HSE will conduct a feasibility study and prepare a business case for a single integrated finance system and, if approved, commence implementation	Ongoing	Q4 2016
iv. The HSE will conduct a feasibility study and prepare a business case for a National Recruitment System and, if approved, commence implementation	Ongoing	Q2 2014
v. The HSE will conduct a feasibility study and prepare a business case for a National Pensions System and, if approved, commence implementation	Ongoing	Q4 2014
vi. The HSE will complete the implementation of a National Payroll System	Ongoing	Q4 2016
vii. The Education sector will advance Payroll Shared Services for Education and Training Boards. Assisted by external support, a cost benefit analysis and an implementation roadmap will be developed and implemented by a dedicated payroll project team	Ongoing	Q4 2016
viii. The Education sector will carry out assessments of back office functions carried out by organisations in the sector for their suitability in a shared services environment	Q1 2014	Q4 2016
ix. Benefits tracking in the Education sector: Costs, benefits and project milestones will be monitored to ensure successful delivery of each business case. The FTE reductions and the restructuring of the "retained" function of organisations within the sector will be reported	Ongoing	Q4 2016
x. A performance measurement scorecard to track high level outcomes and key performance indicators that provide assurance on the performance of Shared Service Centres will be developed in all sectors	Q2 2014	Q4 2014

2.3 Public Procurement

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

Planned Benefits

- Delivery of €500 million in savings over the next three years
- Increased centralisation and professionalisation of procurement across the Public Service
- Integration of policy and operations into one office - the Office of Government Procurement (OGP)
- Reduced duplication of effort across Departments and Agencies
- Improved spend information and vendor management

Actions over the next three years	Start	End
2.3.1 Organisation Restructuring and Development		
i. Conclude organisational design for the Office of Government Procurement	Ongoing	Q1 2014
ii. Implement new structures	Ongoing	Q2 2014
iii. Recruit for residual roles arising	Q2 2014	Q4 2014
iv. Implement training and development programme	Q1 2014	Q4 2016
v. Assess and implement professional accreditation and CPD (Continuing Professional Development) structures for OGP	Q1 2014	Q4 2014
2.3.2 Savings Programme - Each year, the procurement programme will prioritise areas of spend that will be pursued for savings. Projects to address these areas of spend will be assembled into a portfolio for the year, called a Sourcing Wave.		
i. Wave 1 Spend Areas	Ongoing	Q2 2014
• Assess Wave 1 Category Spend and Analyse Specifications	Ongoing	Q1 2014
• Analyse Supplier Market	Ongoing	Q1 2014
• Draft Category Strategy and Agree with Stakeholders	Ongoing	Q1 2014
• Conduct Market Tenders	Q1 2014	Q2 2014
• Close Portfolio Projects and Forecast Benefits	Q2 2014	Q2 2014
ii. Wave 2 Spend Areas	Q3 2014	Q2 2015
• Assess Wave 2 Category Spend and Analyse Specifications	Q3 2014	Q3 2014
• Analyse Supplier Market	Q3 2014	Q4 2014
• Draft Category Strategy and Agree with Stakeholders	Q4 2014	Q4 2014
• Conduct Market Tenders	Q4 2014	Q2 2014
• Close Portfolio Projects and Forecast Benefits	Q2 2015	Q2 2015
iii. Wave 3 Spend Areas	Q2 2015	Q1 2016
• Assess Wave 3 Category Spend and Analyse Specifications	Q2 2015	Q2 2015
• Analyse Supplier Market	Q2 2015	Q3 2015
• Draft Category Strategy and Agree with Stakeholders	Q3 2015	Q3 2015
• Conduct Market Tenders	Q3 2015	Q1 2016
• Close Portfolio Projects and Forecast Benefits	Q1 2016	Q1 2016

Actions over the next three years	Start	End
2.3.3 Enabling Legislation for the Office of Government Procurement		
i. Draft Heads of Bill scoped	Ongoing	Q1 2014
ii. Draft Primary Legislation to enable new Procurement Governance and the Office of Government Procurement	Q1 2014	Q3 2015
2.3.4 SME Access to Public Procurement		
i. Develop governance model and plan	Q1 2014	Q2 2014
ii. Develop Measures and Targets for SME Participation	Q1 2014	Q3 2014
iii. Assess key opportunities to accelerate measures from new procurement directives in conjunction with the Department of Jobs, Enterprise and Innovation, Enterprise Ireland and InterTrade Ireland and implement according	Ongoing	Q3 2014
iv. Transpose new procurement directives into Irish law	Q1 2014	Q2 2015
v. Develop new arrangements for Meet the Buyer events to align to new OGP structures in conjunction with InterTrade Ireland	Q1 2014	Q3 2014
vi. Roll-out new model for Meet the Buyer	Q4 2014	Q4 2016
2.3.5 Systems Development and e-Procurement		
i. Implement tactical solution for spend analytics for key spending Departments	Q3 2014	Q2 2014
ii. Assess options for strategic solution to spend analytics	Q1 2014	Q3 2014
iii. Implement strategic solution to spend analytics	Q4 2014	Q3 2015
iv. Assess options for procurement marketplace capabilities	Q1 2014	Q3 2014
v. Implement and roll-out solution for procurement marketplace	Q4 2014	Q4 2016
vi. Assess options for Purchase to Pay system	Q1 2015	Q2 2015
vii. Determine coding system for consistent implementation across the Public Service	Q1 2014	Q4 2014

2.4 Property Asset Management

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

Planned Benefits

- Enhanced capacity and greater professionalism in the management of property assets across the Public Service
- Public Service property owners to adopt a more strategic approach to forward planning of property-related expenditure
- Greater scope for savings from rationalisation of the State's property footprint through better coordination and management of property sharing and property transfers among public bodies
- More efficient use and streamlined administration of the State's property portfolio through the use of common standards for property management and cost effective data storage technologies across all public bodies
- Cost savings and environmental benefits from greater energy efficiency

Actions over the next three years	Start	End
2.4.1 Enhance strategic capacity and capability in property asset management across the Public Service		
i. Complete a capacity and capability review of OPW's activities in relation to the reform commitments contained in Accommodating Change	Ongoing	Q1 2014
ii. Implementation of the recommendations of the capacity and capability review	Q1 2014	As per review
iii. Identify an accredited qualification for staff in property asset management and implement a programme to achieve the required standard across the Public Service	Q1 2014	Ongoing
2.4.2 Improve forward planning and coordination of property asset management across the Public Service		
i. Develop a template to assist Departments to incorporate property management plans into their Strategy Statements. This will facilitate improved assessment by OPW of overall property requirements	Ongoing	Q1 2014
ii. Complete and publish as appropriate the online mapping register of all properties owned and leased by Public Service bodies	Ongoing	Q2 2014
iii. Following the principles of the Public Spending Code, public property holders will develop a coordinated acquisitions appraisal process for leasehold and freehold premises to be applied across the Public Service, including Local Authorities	Ongoing	Q2 2014
iv. Public property holders will formalise an agreed intra-Public Service policy in relation to the disposal of surplus State property	Ongoing	Q2 2014
2.4.3 Use common standards to deliver efficient property asset management		
i. Property holders across the Public Service will implement the ISEN 15221 standard on a phased basis. The standard will define financial, spatial and environmental key performance indicators to assess asset performance	Ongoing	Q4 2014
ii. The Chief State Solicitor's Office, in consultation with public property holders, will draft and circulate an agreed set of standard protocols (and/or statutory declarations, where appropriate) for intra-Public Service property asset transfer and sharing	Ongoing	Ongoing
iii. An agreed valuation methodology will be developed as part of the asset transfer policy	Ongoing	Q1 2014
iv. The OPW will set targets for Civil Service space norms	Ongoing	Q1 2014
v. The OPW will define modern, flexible workplace design and more innovative working environments as the norm for Civil Service accommodation	Ongoing	Q1 2014

Actions over the next three years	Start	End
2.4.4 Streamline property asset management administration		
i. The Chief State Solicitor's Office, in consultation with public property owners, will draft pro forma terms acceptable to the State when leasing commercial office accommodation	Ongoing	Q1 2014
ii. The Chief State Solicitor's Office, in consultation with public property holders, will draft pro forma terms for inclusion in leases and licences granted to third parties	Ongoing	Q1 2014
iii. Public property owners will identify the State's portfolio of properties that require Property Registration Authority of Ireland registration and set annual targets to register these properties	Ongoing	Q1 2014
iv. Public property holders will identify a programme of work to acquire the freehold interest on properties held under long leaseholds, having regard to statutory provisions	Ongoing	Ongoing
2.4.5 Drive down property costs in the Public Service through more effective and efficient facilities management		
i. The Office of Government Procurement (OGP) will work with all public property holders to reduce costs of existing outsourced facilities management contracts through procurement strategies such as demand management, specification change, aggregation, changes to commercial model, etc	Q1 2014	Q4 2016
2.4.6 Deliver cost savings and environmental benefits from energy efficiency		
i. The OPW and property holders will identify an additional 500 buildings across the Public Service to participate in a new phase of the Optimising Power @ Work campaign	Ongoing	Ongoing
ii. The OPW and property holders will work to ensure that the 2020 targets set out in the National Energy Efficiency Action Plan and the EU Energy Efficiency Directive will be met insofar as they relate to the management of the Public Service property portfolio	Ongoing	Ongoing

2.5 Public Expenditure Reform

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

Planned Benefits

- Better decision-making around resource allocation through improved information gathering
- Increased policy analysis and evaluation capacity within the Public Service
- Increased accountability of the Public Service for expenditure to the Oireachtas
- Improved levels and quality of public information made available to citizens, businesses and other stakeholders

Actions over the next three years	Start	End
2.5.1 Continuing development of policy analysis and evaluation capacity within the Public Service		
i. Provision of training and guidance material in support of the new Public Spending Code	Ongoing	Q4 2014
2.5.2 Ongoing implementation of the performance budgeting initiative		
i. Complete a Comprehensive Review of Expenditure and a review of the Capital Investment Framework	Q2 2014	Q4 2014
ii. Extension of IrelandStat, the citizen-focused Public Service performance information website, to all Departments	Ongoing	Q2 2014
iii. Further enhancement of IrelandStat by improving functionality and information	Q3 2014	Ongoing
iv. Continuing support to the Houses of the Oireachtas Service in implementing the whole of year budgetary process	Q1 2014	Ongoing
2.5.3 Implementation of Accrual Accounting		
i. Scoping paper and consultation with stakeholders is underway to formulate proposal and timeframe for move to accrual accounting for Government Departments and Offices. The timeframe will take account of the current initiative by the European Commission to introduce European Public Sector Accounting Standards (EPSAS) as well as developments in the Financial Management Shared Services Project, the recommendations of the IMF Fiscal Transparency Assessment Report and other relevant international developments	Ongoing	Q4 2014
ii. The actions for future years will be shaped by the outcome of the above process. The projected timeframe for EPSAS is for a framework regulation to go to the European Parliament and Council in late 2014 to early 2015	Q4 2014	Ongoing

3. A Focus on Openness, Transparency and Accountability

3.1. Openness, Transparency and Accountability

3.1 Openness, Transparency and Accountability

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

Planned Benefits

- Greater transparency for citizens in the operation of Government and the Public Service
- Increased levels of trust in Government and in the institutions of the State, through increased availability and accessibility of public data
- Stronger accountability and public governance arrangements

Actions over the next three years	Start	End
3.1.1 Drafting, enactment and implementation of Regulation of Lobbying legislation		
i. Drafting of Bill	Ongoing	Q1 2014
ii. Enactment of Bill	Q1 2014	Q2 2014
iii. Implementation of regulatory regime	Q2 2014	Ongoing
3.1.2 Development of robust proposals to strengthen civil service accountability and accompanying legislative and non-legislative measures to underpin reform		
i. Establishment of Independent Panel and management of Consultation Process	Q1 2014	Q2 2014
ii. Preparation and publication of recommendations for Government	Q2 2014	Q3 2014
3.1.3 Development and ensuring implementation of the Open Government Partnership National Action Plans on a two year rolling basis designed to increase open government in Ireland, collaborating and communicating with civil society interests in an on going basis		
i. Analysis of civil society consultation report and submissions received	Ongoing	Q1 2014
ii. Completion of National Action Plan	Ongoing	Q1 2014
iii. Hosting of European Conference	Q1 2014	Q2 2014
3.1.4 Enactment and implementation of Protected Disclosures legislation, raising awareness of the protections under the Act and how it works		
i. Complete passage through Dáil and Seanad	Ongoing	Q1 2014
ii. Work with Labour Relations Commission to develop statutory Code of Practice and to oversee implementation of the legislation in the Public Service	Ongoing	Q2 2014
iii. Oversee implementation of the legislation in the Public Service	Q2 2014	Q4 2014
3.1.5 Enactment and implementation of Freedom of Information legislation and development and implementation of Code of Practice on FOI		
i. Complete passage of FOI Bill through Dáil and Seanad	Ongoing	Q1 2014
ii. Complete review of the implementation of FOI and complete development of Code of Practice on implementation of FOI based on review findings	Ongoing	Q1 2014
iii. Review FOI manuals and guidance notes and revise to bring in line with new FOI Act and to meet on-going requirements/issues arising	Q1 2014	Q2 2014
iv. Develop National Training and Awareness Framework for FOI	Q1 2014	Q2 2014
v. Provide policy advice and leadership on FOI in tandem with FOI networks	Ongoing	Ongoing

Actions over the next three years	Start	End
3.1.6 Development of a reformed Ethics legislative framework in order to ensure increased transparency and accountability in public life in Ireland		
i. Drafting Heads of a General Scheme for an integrated Ethics Bill	Ongoing	Q2 2014
ii. Drafting of Bill	Q3 2014	Q4 2014
iii. Passage of Bill through Oireachtas	Q4 2014	Q1 2015
3.1.7 Extension of the Ombudsman remit and Freedom of Information to significantly funded bodies. Details and timescales for Ombudsman below and FOI would follow similar pattern afterwards		
i. Develop/finalise criteria for selecting bodies	Q3 2014	Q4 2014
ii. Engage in discussion with relevant Departments re identifying bodies	Q4 2014	Q2 2015
iii. Consult relevant Oireachtas Committee and prepare Ministerial Order as per legal requirements	Q2 2015	Q4 2015
3.1.8 Progression of the Statute Law Reform programme - drafting of a number of statute law revision bills. Resources supporting the programme will need to be reviewed if an up to date statute book is to be achieved within a reasonable timeframe		
i. Drafting of next Bill	Ongoing	Q1 2014
ii. Enactment of next Bill	Q1 2014	Q2 2014
iii. Progression of work on subsequent Bills	Ongoing	Ongoing

4. Leadership, Capability and Delivery

- 4.1. Leadership
- 4.2. Human Resource Management Reforms
- 4.3. Organisational Performance
- 4.4. Delivery of Reform

4.1 Leadership

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

Planned Benefits

- Improved individual and organisational leadership capacity and more effective governance at senior levels
- Enhanced capacity to define, evaluate, monitor and support performance at senior level
- Creation of sustainable networks of learning and support, as well as the development of a collaborative culture
- Matching of skills with organisational requirements and supporting continuous personal and professional development
- Identifying and developing future leaders

Actions over the next three years	Start	End
4.1.1 Leadership capacity		
i. Implement the Senior Public Service (SPS) Leadership Development Strategy 2013-2015	Ongoing	Q4 2015
ii. Support the ongoing implementation of coaching programmes and other development initiatives	Q1 2014	Ongoing
iii. Extend these initiatives where appropriate to senior levels of the wider Public Service	Q4 2014	Ongoing
iv. Ensure that there is an integrated approach to the implementation of an enhanced performance management framework and the supports available under the SPS Leadership Development Strategy 2013-2015, underpinned by updated competency frameworks	Q3 2014	Ongoing
4.1.2 Performance		
i. Strengthen a culture of high performance at senior levels through the development and implementation of an effective performance management framework at senior levels of the Civil Service. This will include the development of performance agreements, in line with the Haddington Road Agreement	Q3 2014	Ongoing
ii. Examine the contractual framework for senior civil servants to underpin an effective approach to supporting high performance	Q3 2014	Q2 2015
4.1.3 Succession planning		
i. Support succession planning through, inter alia, cascading SPS coaching and senior management programmes to future leaders	Q4 2014	Ongoing
4.1.4 Mobility		
i. Review SPS Mobility Protocol and develop proposals to underpin mobility as a norm at senior levels	Q2 2014	Q4 2014
ii. Introduce a pilot programme for mobility at Principal Officer level	Q4 2014	Ongoing
iii. Explore options for proactively using increased mobility at senior levels to address skills gaps in the Management Boards of each Department and ensure a significant proportion of each Board has experience at a senior level outside their current Department	Q1 2015	Ongoing

4.2. Human Resource Management Reforms

Key Objective: Develop coherent HR Strategy to include policies aimed at developing the capability and skills that are required in a modern and complex public service context. The HR Strategy will also include systems and policies that are focused on high performance culture across the Public Service (The actions outlined in this section are primarily set in a Civil Service context but the key principles also apply in all other sectors)

Planned Benefits

- Enhanced capacity and skills across the Civil and Public Service
- Development of a high performance culture
- Improved Human Resource Management capacity across the system
- Increased capability and greater professionalisation of the HR function in the Public Service

Actions over the next three years	Start	End
4.2.1 Strengthen resourcing policy to ensure the right people are in the right place at the right time through effective workforce planning across the Civil Service. This will include:		
i. Ongoing implementation of Workforce Planning Initiative across Departments and Offices	Ongoing	Ongoing
ii. Roll-out of integrated resourcing policy in the Civil Service in the areas of: <ul style="list-style-type: none"> • Recruitment and promotion • Mobility • Talent management and succession planning protocols 	Q1 2014 Q1 2014 Q1 2015	Ongoing Q3 2014 Q4 2016
iii. Develop options for workforce de-layering	Q1 2014	Q4 2014
4.2.2 Capacity Building through focusing on:		
i. Learning and development - implementation of learning and development shared services project	Q1 2014	Ongoing
ii. Pilot Mentoring Programme	Q2 2014	Q2 2015
iii. Strengthen leadership and management capacity	Q1 2014	Ongoing
4.2.3 Strengthen performance culture		
i. Continuous improvement of performance management systems	Ongoing	Q4 2014
ii. Review framework for managing underperformance	Q1 2014	Ongoing
4.2.4 Enable and support strategic HR		
i. Establishment of a HR Shared Service and the shift of transactional work away from retained HR units. This is covered in more detail in Section 2.2 of this Action Plan		
ii. Establishment of a retained HR project to support Departments in the shift to the HR Shared Service and monitor the resulting savings	Ongoing	Q4 2015
iii. Develop HR Strategy for the Civil Service	Q3 2014	Ongoing
iv. Implementation and Review of new Sick Leave scheme for the Public Service	Ongoing	Q2 2015
v. Consolidation of HR policies to be a set of simplified and streamlined policies and processes	Q1 2014	Ongoing
vi. Development of a career path / training for HR	Q1 2015	Ongoing
vii. Review / Develop appropriate structures for delivering strategic HR	Q1 2015	Ongoing

4.3 Organisational Performance

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

Planned Benefits

- Improved organisational focus on performance and outcomes, including through improved planning and performance management
- Clearer statements of organisational priorities and increased accountability in achieving business and strategic objectives
- Organisational restructuring where required, in line with business needs and within reduced staff numbers

Actions over the next three years	Start	End
4.3.1 Strategy Statements and Performance Budgeting		
i. All Government Departments / major Offices will publish Strategy Statements in line with the timelines set out the Public Service Management Act, 1997	Every 3 years	Every 3 years
ii. Develop revised guidelines for the publication of Strategy Statements to ensure that they are better aligned with priorities and focused on key outcomes	Q1 2014	Q2 2014
iii. The Strategy Statement and Business Planning processes should be fully integrated with the performance budgeting process and the Ireland Stat initiative (see also actions under Public Expenditure Reforms)	Ongoing	Ongoing
4.3.2 State Agencies		
i. Complete the State Agency Rationalisation Programme	Ongoing	Q3 2014
ii. All Departments should ensure that appropriate Service Level Agreements (SLAs) or their equivalent are in place with State Agencies under their aegis	Ongoing	Ongoing
iii. Develop an updated Code of Practice for the Governance of State Agencies	Ongoing	Q1 2014
4.3.3 Business Process Improvement		
i. Deliver business process improvement (BPI) projects within the Department of Public Expenditure and Reform	Q1 2014	Q4 2016
ii. Advise other Departments, Offices and Agencies on BPI, capacity review and change management	Q1 2014	Q4 2016
iii. Manage the Public Service wide BPI Network and facilitate the sharing of BPI case studies, learning from others, common tools and techniques, best practice and networking opportunities	Q1 2014	Q4 2016
iv. Manage the BPI website	Q1 2014	Q4 2016
v. Manage the annual BPI Conference to showcase best practice	Q1 2014	Q4 2016
4.3.4 Risk Management		
i. All public bodies should have formal risk management processes and in particular should integrate risk management into their business planning systems	Ongoing	Ongoing
ii. All projects under this Reform Plan should adopt a rigorous approach to risk management as part of their project management methodology	Q1 2014	Q4 2016
iii. Update Guidelines on Risk Management for Government Departments / Offices	Q2 2014	Q3 2014

4.4 Delivery of Reform

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

Planned Benefits

- Delivery of improved service and efficiency in the Public Service over the coming three years, through the implementation of this Public Service Reform Plan
- Driving and monitoring reform across all sectors of the Public Service
- Maintaining a strong focus on implementation, both centrally and across all sectors of the Public Service
- Better communication of the objectives and responsibilities involved in Public Service Reform

Actions over the next three years	Start	End
4.4.1 Enhance delivery capability and capacity across Public Service		
i. Ensure that the Reform and Delivery Office plays a strong role in developing capacity and sharing best practice across reform teams in all Departments / Offices	Q1 2014	Ongoing
ii. Continue to develop capacity and capability for reform within Departments, Offices and Sectors, including through strong programme management arrangements and the provision of upskilling opportunities	Q1 2014	Q4 2016
iii. Ensure that reform teams in Departments / Offices are adequately resourced for their key roles in leading and coordinating implementation	Q1 2014	Ongoing
4.4.2 Ensure effective governance structures are in place to drive the delivery of reform		
i. Continue to support the Cabinet Committee on Public Service Reform in setting the strategic priorities for reform and driving accountability for the reform programme	Q1 2014	Q4 2016
ii. Review the overall governance model for reform which was established under the first Reform Plan to ensure that it meets ongoing requirements	Q2 2014	Q2 2014
iii. Consider the inclusion of an external perspective in the delivery of reform with options to include appointing external nominees to the current governance model or establishing an external Reform Advisory Board	Q2 2014	Q2 2014
iv. Review the programme management and governance arrangements in each of the four main sectors to ensure that they are fit for purpose	Q2 2014	Q3 2014
v. Continue to use the model of Senior Responsible Owners, Project Managers and Programme Boards for major projects under the Reform Plan	Q1 2014	Q4 2016
4.4.3 Ensure effective planning and reporting on reform		
i. All Departments / major Offices will prepare annual Integrated Reform Delivery Plans	Q1 2014	Q4 2016
ii. Report regularly to the Cabinet Committee and other levels of governance on the implementation of the Reform Plan and the Haddington Road Agreement	Q1 2014	Q4 2016
iii. Publish a progress report on Public Service Reform each year	Q4 2014	Q4 2016
4.4.4 Effectively communicate the Public Service Reform programme		
i. Develop and implement a comprehensive internal and external communications plan to support the implementation of the renewed wave of reforms	Q1 2014	Q4 2014
ii. Use the Reform Office web portal as a key repository of tools for delivering reform and source of information for public servants	Q1 2014	Q4 2016