

# Annual Progress Report on the Public Service Reform Plan 2014-2016

**April 2016**



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# Foreword

This second Annual Progress Report on the Public Service Reform Plan 2014-16 sets out the significant progress that has been made over the last year in implementing the cross-cutting reform actions set out in the Plan. I am very pleased with this progress, which builds on our achievements on Public Service Reform since 2011, and which further embeds reform as a key role for all of those involved in designing and delivering public services.

Looking back to the publication of the first Public Service Reform Plan (2011-13) in late 2011, I am very proud of the progress that has been made since then. We have seen strong progress at a central, cross-cutting level and also in the complementary reform programmes underway at organisational and sectoral levels across the Public Service, which have been led by the relevant Ministers and their Departments.

Progress has been made in terms of improving services, including by delivering more services digitally; enhancing openness and transparency; reducing costs and improving productivity; developing new approaches to shared services, public procurement and property management; and strengthening leadership and human resource management, to name just some areas and details of these are set out in this report.

As part of the overall Public Service Reform programme, a Civil Service Renewal Plan was published in late 2014. The implementation of this ambitious three year plan is leading to major changes right across the Civil Service, with a separate progress report on this to be published shortly.

Ireland has a long and proud tradition of service to the public and the State and, looking to the future, I believe that Public Service Reform should continue to have an important role. The challenges faced may be different to those in 2011, but ongoing reform should be central to meeting increasing customer expectations and demographic challenges.

Finally, I would like to commend public servants for the role which they have played in delivering what I consider to be the most significant programme of reform in the history of the State.



**Brendan Howlin, T.D.**  
Minister for Public Expenditure and Reform

**11.8 million** customer contacts with the Revenue Commissioners – **8 million (68%) online**



**670,000** passports issued



**560,000** driving licences issued



**133,000** applications processed under the Basic Payment Scheme (**70% online**)



**82.1 million** payments made to **2.1 million beneficiaries** of Social Protection schemes



# The Public Service Numbers

**530,000** civil and criminal matters processed before the courts



**327,000** roadside breath tests at over **75,000** Garda checkpoints



**5 million** passengers through the Border Management Unit in Dublin Airport



**16,000** offenders dealt with through the prison system



**5 million** motor tax transactions (**67% online**)



**5.75 million** online Land Registry transactions



**13,000** homes delivered across all social housing programmes



All figures are rounded and relate to a full year. Most recently available figures used

**3.2 million**  
new and return  
outpatient attendances



**65,500**  
babies born in  
our hospitals

**10.4 million**  
home-help hours  
delivered



**1.2 million**  
people attended  
Emergency  
Departments



**293,000**  
emergency calls  
made to the  
Ambulance  
Service



Public  
ice in  
bers



**59,000**  
teachers educating  
**916,000**  
young people in  
**4,000** schools

**4,000**  
inspections in  
schools and  
places of  
education



**68,000**  
pre-school children  
in the Early  
Childhood Care  
Programme



**173,000**  
students in  
full-time 3rd  
level education



**17 million**  
visits to libraries



Fire services  
mobilised to  
**37,800**  
incidents



**1,100** communities benefiting  
under the LEADER Rural  
Development Programme



**360,000**  
further education  
and training places  
available



# Executive Summary

## The importance of reform

Public Service Reform was a central element of the response to the crisis of recent years and remains an essential part of building for the future. Since the first Public Service Reform Plan was published in 2011, a comprehensive programme of reform has been implemented. This has enabled the Public Service to continue to provide essential services, while demand for those services increased and while resources were very constrained.

In 2015, there were around 298,000 public servants delivering many diverse services across hundreds of organisations. The “Public Service in Numbers” infographic

on the preceding pages illustrates the breadth and volume of those services, using just some examples from each of the main sectors. The infographics opposite show the scale of investment in public services and the allocation of staff resources by sector.

The importance of an effective and efficient Public Service cannot be overstated. The performance of the Public Service has major implications for the management of the State’s finances and for employment creation. The quality of public services also affects how Ireland is perceived by businesses considering investing here. Most importantly, the Public Service provides essential services for our people when they need them most.

The IPA Public Sector Trends report 2015 shows Ireland’s public services performing above the European average in a number of comparative studies. For example, Ireland ranks fourth in the European Union for both the quality of its public administration and perceptions that Government decisions are implemented effectively. Ireland also does well for upholding traditional public service values, ranking sixth in the European Union. Indicators that assess the impact of public administration on the ability of companies to do business show that Irish public services are considered the least bureaucratic in Europe.

## Public Service Reform since 2011

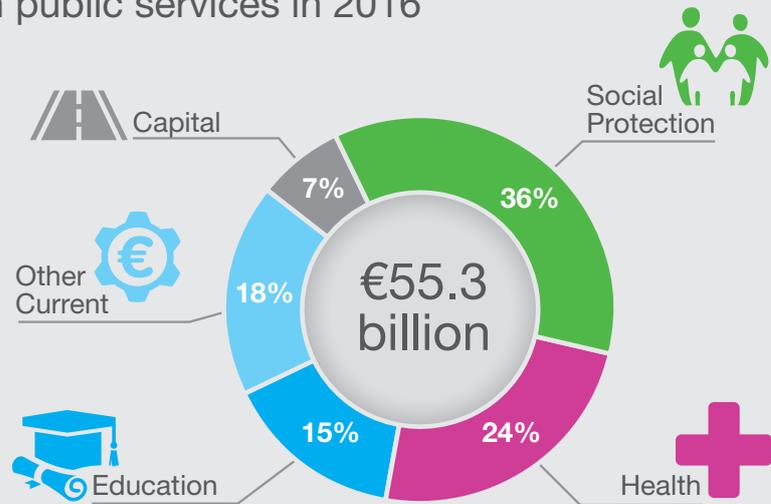
The first Public Service Reform Plan was published in November 2011. Fiscal adjustment was a key driver at that time and so the focus was, to a large extent, on cost containment and efficiency improvements. Public Service staff numbers were significantly reduced, while meeting increased demand for services due to the downturn. The reform of public services became critical to the delivery of those services and strong progress was made, as set out in two published progress reports.

The second Public Service Reform Plan was published in 2014 and reflects the need to maintain a focus on reducing costs and increasing efficiency, having regard to the continuing increased demands for many public services. However, the Plan has an ambitious, overarching objective of delivering better outcomes for all stakeholders and a strong emphasis on service improvement.

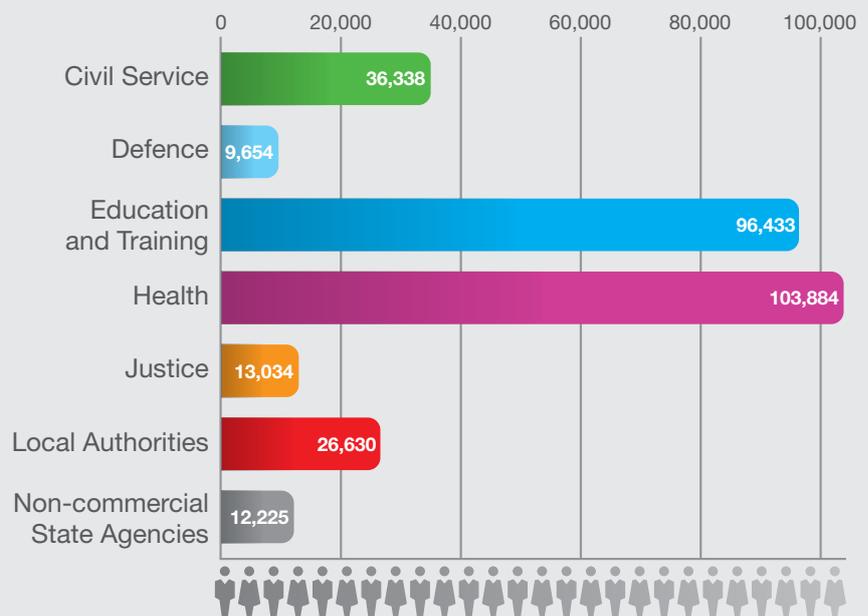
The infographic on page 7 illustrates the main demographic drivers of demand for public services. These include general population and life expectancy increases in the last ten years or so. It also illustrates how these drivers are reflected in increased demands for key services in a number of areas such as Health, Education and Social Protection. Overall, it is clear that there are current and future demographic trends that will continue to place growing demands on public service delivery.

## Key Numbers

### €55.3 billion Exchequer Investment in public services in 2016



### 298,198 Public Service Employees at end 2015



The framework diagram in the Introduction on page 9 illustrates how reforms in four key areas across all sectors of the Public Service are contributing to improved outcomes for citizens, businesses and public servants themselves. These key areas are:

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

The Public Service Reform Plan 2014-16 includes a broad range of reforms, with over 230 specific actions set out. Key priorities include, for example, more digital delivery of services, better engagement with customers, the use of alternative models of service delivery, implementation of shared services and more efficient and effective public procurement and property management, and increased openness, transparency and accountability.

The first progress report on the 2014-16 Reform Plan was published in March 2015. As with that report, this second progress report is structured on the four key areas of reform listed above.

## Main areas of progress on cross-cutting reform

In 2015, strong progress has continued in implementing the reforms set out in the Public Service Reform Plan 2014-16. Progress is set out in greater detail in the body of this report, with more than 170 specific examples included. Some highlights are as follows:

## A Focus on Service Users

- The Public Service ICT Strategy, 'Delivering better outcomes and efficiency through innovation and excellence in ICT', was launched and the Office of the Government Chief Information Officer is leading its implementation, working with Departments and agencies across the Public Service;
- Over 1.9 million Public Services Cards have been issued to date, including over 630,000 Free Travel variants;
- The results of the Civil Service Customer Satisfaction Survey 2015 were published in May, with many positive findings;
- A public consultation on Commissioning Human, Social and Community Services has been undertaken, following an Open Policy Debate and a review of international evidence; and
- [Benefacts.ie](#) was launched with the aim of delivering greater public transparency on the work and funding of the non-profit sector in Ireland.

## A Focus on Efficiency

- Public servants have made a significant contribution to addressing the challenges that faced the economy and the public finances in recent years. The Exchequer pay bill was reduced by over 20% between 2009 and 2014 and staff numbers were also reduced by around 10% in that period;
- The Lansdowne Road Agreement was concluded in May 2015 and ratified by the ICTU Public Services Committee in September 2015, extending the Haddington Road Agreement until September 2018;

- The National Shared Services Office has been established within the Department of Public Expenditure and Reform to lead shared service strategy across the Civil Service and major shared services programmes are being rolled out;
- In the three years to the end of 2015, the Office of Government Procurement and its partner sector sourcing organisations in Health, Education, Local Government and Defence enabled procurement savings estimated as in excess of €160 million;
- The first progress report on the Government's Property Asset Management Delivery Plan, '*Accommodating Change – Measuring Success*', was published in July 2015 and sets out progress towards a more integrated approach to this key asset;
- A new Value for Money Review Programme for 2015-2017, covering over 40 areas of expenditure across all sectors, is now underway; and
- The Department of Finance and the Department of Public Expenditure and Reform jointly hosted a National Economic Dialogue in July 2015 as part of the new budgetary framework.

## A Focus on Openness, Transparency and Accountability

- The Open Data Governance Board was established in October 2015 and will lead and drive implementation of Open Data in Ireland;
- The General Scheme of a Bill on Data Sharing and Governance was approved by Government and legal drafting of the Bill is expected to commence shortly;

- The Freedom of Information Model Publication Scheme was published in October following public consultation;
- The Public Sector Standards Bill, 2015 was published in December;
- An Accountability Board for the Civil Service has been established; and
- A Corporate Governance Standard for the Civil Service was published in November.

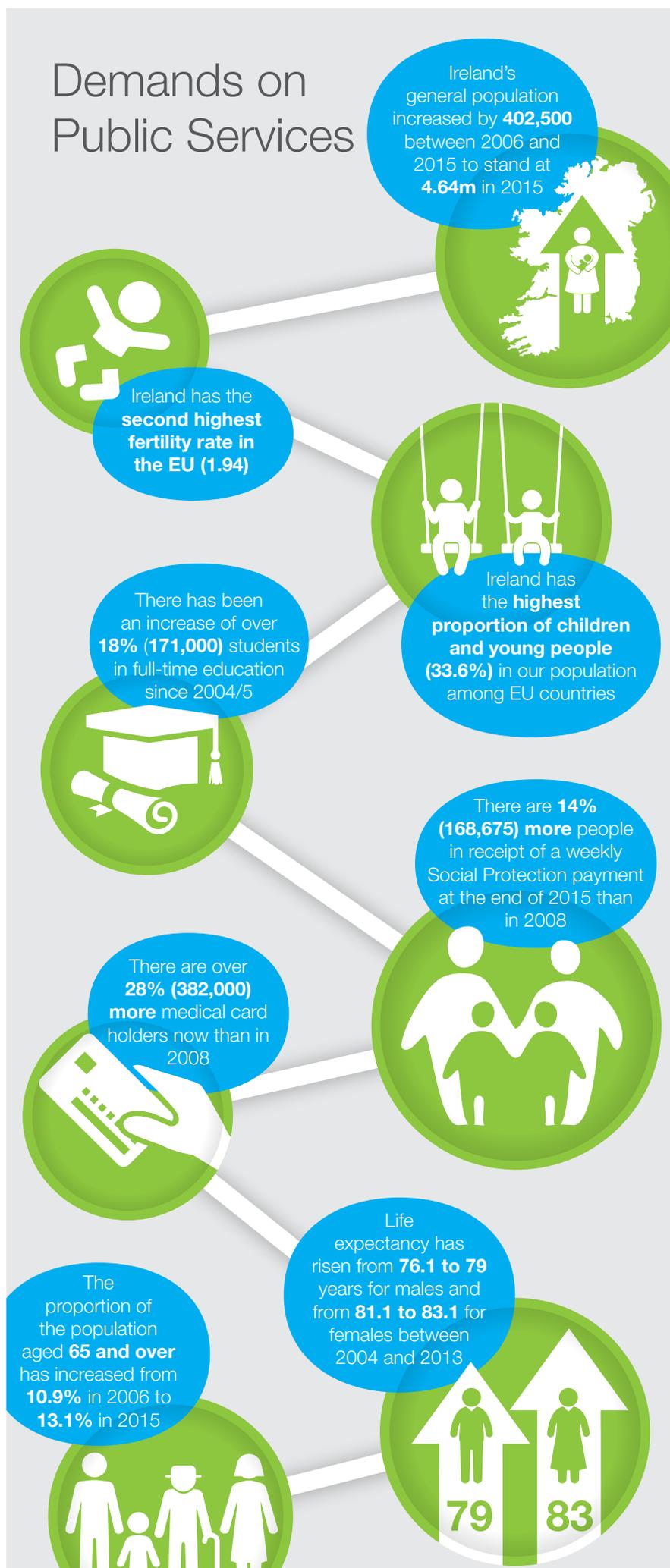
## A Focus on Leadership, Renewal and Organisational Reform

- The Public Appointments Service ran over 150 open recruitment campaigns in 2015 for a range of diverse positions across the Public Service;
- In September, the first Civil Service wide employee engagement survey was carried out, with the results published in January 2016;
- Work is progressing to develop a new shared model for learning and development across the Civil Service;
- The first ever Civil Service Excellence and Innovation Awards were held in December; and
- Integrated Reform Delivery Plans for 2015 were completed by all Departments and major Offices early in 2015.

## Organisational / sectoral reforms

This report focuses primarily on cross-cutting reforms that generally apply right across the Public Service. The Reform Framework set out in the Introduction on page 9 illustrates the emphasis on driving reforms in the five key sectors of Health, Education, Local Government, Justice and the Civil Service.

In addition there are, of course, a range of further organisational or sector specific reforms, the implementation of which is led by the relevant Ministers and their Departments. Integrated Reform Delivery Plans (IRDPs) are produced annually by all Departments and major Offices to incorporate these specific reforms



alongside the cross-cutting reforms from the Public Service Reform Plan, the Civil Service Renewal Plan and the Lansdowne Road Agreement.

Progress on the implementation of the 2015 IRDPs has contributed to this report, with a significant number of examples included from the many reform initiatives taking place across the Public Service.

## Civil Service Renewal Plan

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

In July 2015, the first progress report on the Civil Service Renewal Plan was published, detailing the significant progress in the ‘first 200 days’ of the Plan. It outlined how most actions had been initiated and confirmed that the Plan was on track to deliver transformational change in the sector.

Significant achievements in 2015 include the establishment of the Accountability Board; undertaking the Civil Service Staff Engagement Survey; the development of a Corporate Governance Standard for the Civil Service; designing and implementing a new performance review process for Secretaries General and enhancing the process for Assistant Secretaries; a programme of Townhall events to engage with staff around the country; the development of a new rating system for PMDS; strengthening the Disciplinary Code; and holding a series of Open Policy Debates involving

stakeholders to support more open approaches to policy-making.

In addition, the inaugural Civil Service Excellence and Innovation Awards showcase was held in December highlighting achievements and innovations in policy and service delivery and recognising staff excellence. Details of the award winners are included in the Appendix and examples of winners and of shortlisted projects are referred to throughout this progress report.



# Introduction

The Public Service Reform Plan 2014-16 includes a commitment to “publish a progress report on Public Service Reform each year”. The progress outlined in this Annual Report is primarily based on the cross-cutting objectives and actions set out in the Reform Plan, which can be seen at [www.reformplan.per.gov.ie](http://www.reformplan.per.gov.ie)

The overarching Framework for Public Service Reform below illustrates how the overall objective of Better Outcomes is being pursued across all sectors through:

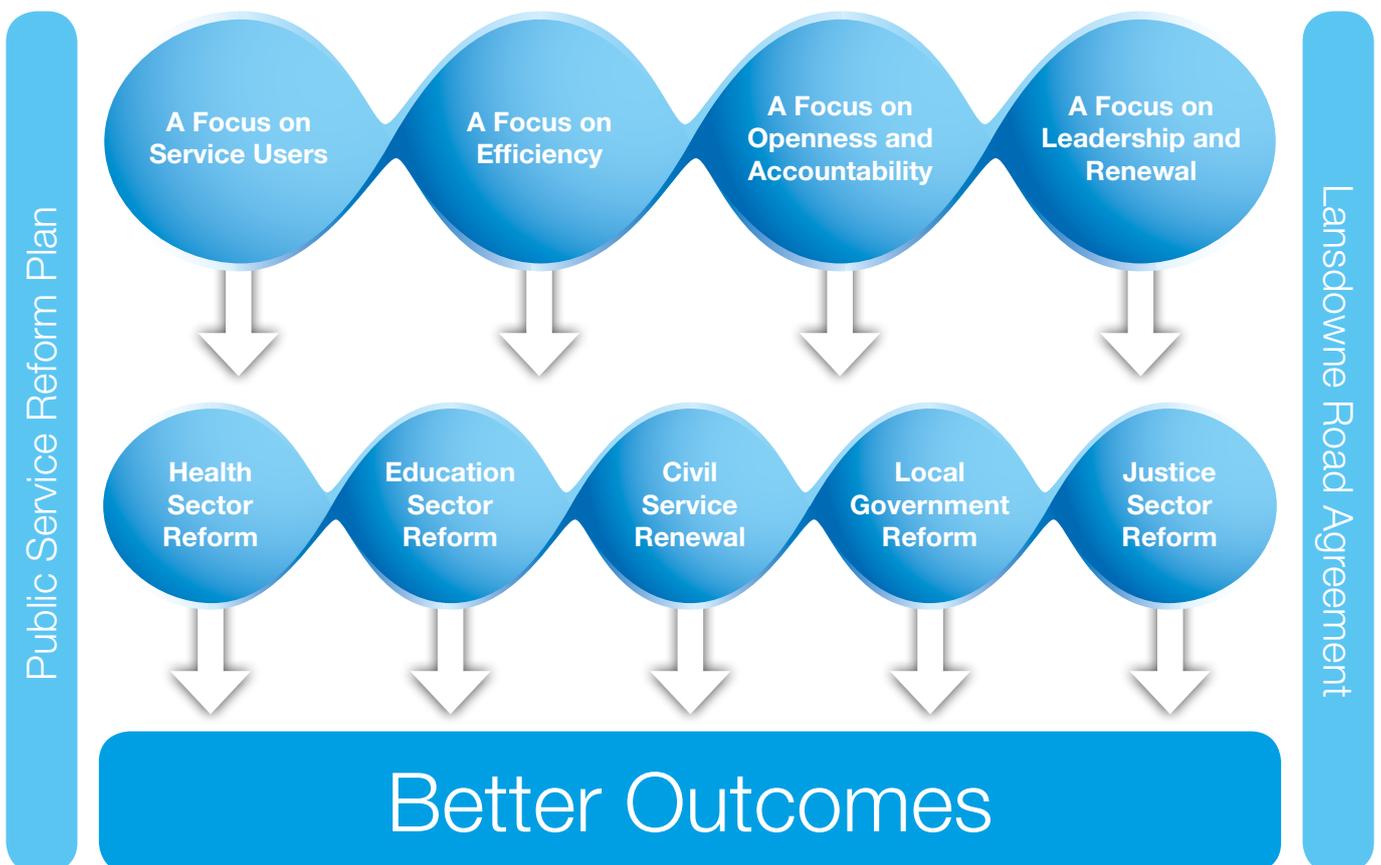
- A Focus on Service Users
- A Focus on Efficiency
- A Focus on Openness, Transparency and Accountability
- A Focus on Leadership, Renewal and Organisational Reforms

There are 230 specific actions in the Public Service Reform Plan 2014-16, and the implementation of these is actively monitored by the Reform and Delivery Office in the Department of Public Expenditure and Reform. This Progress Report does not provide an update on every action but sets out an overview of progress across the main headings of the Reform Plan. The report is structured under the four bullet points above, which together address the ultimate goal of the Reform Plan to improve outcomes for all Public Service stakeholders.

Each section has a number of chapters which set out progress in 2015 on the cross-cutting actions in the Reform Plan. These are complemented by a range of illustrative examples of reform at sectoral / organisational level,

which reflect the key themes of the Reform Plan. These examples encompass a mix of major sectoral reforms and other more organisation specific reforms. These vary in scale and complexity but all contribute towards the Better Outcomes objective. At the end of each section, a graphic is included to highlight a selection of key reform achievements across the Public Service since the first Public Service Reform Plan was published in 2011.

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





# Section One: A Focus on Service Users

Delivering improved outcomes for users of public services is the central theme of the Public Service Reform Plan 2014-16. To achieve improved outcomes, end-users of services, whether citizens or business customers, are being placed at the centre of service design and delivery, so that services better meet their needs and expectations.

This section sets out progress in strengthening the focus on service users. It brings together a selection of examples of reform from across the Public Service to illustrate how the implementation of the cross-cutting themes in the Reform Plan, as well as initiatives in individual organisations, are delivering improved customer experience.

## 1.1 Digital Government

### Key Objective from Public Service Reform Plan 2014-16:

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

The European Commission's recent Digital Economy and Society Index ranks Ireland 8th out of 28 Member States performing slightly above the EU average. Ireland ranks 9th for digital public services, down one place on last year. eGovernment use is significantly above the EU average with Ireland ranked 9th for online service completion and 10th for open data, which is above the EU average.

### Public Service ICT Strategy

The Public Service ICT Strategy, *'Delivering better outcomes and efficiency through innovation and excellence in ICT'*, was approved by Government and launched by the Minister for Public Expenditure and Reform in January 2015. The Office of the Government Chief Information Officer (OGCIO) is driving forward its implementation, working together with Departments and agencies across the Public Service. The Strategy consists of five streams – Build to Share, Digital First, Data as an Enabler,

## Improve Governance and Increase Capability.

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

In terms of Governance, the CIO Executive Council monitors progress on the implementation of the ICT Strategy and the OGCIO continues to work on policy development for the application of ICT across the Public Service. In terms of Increasing Capability, the OGCIO, in conjunction with the new Head of Civil Service HR and the CIO Council, is leading the development of plans to address recruitment, retention, mobility, and professionalisation of ICT staff in the Civil Service.

## Build to Share

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

Government Networks offer cost-effective, resilient, carrier-grade, high speed network services for voice, video and data to all Public Service Bodies. Government Networks is a cornerstone of Build to Share as the service that enables secure inter-agency connectivity. Public Service Bodies in 70 towns and cities around the country now have access to high speed, resilient network connectivity and the rollout plan is for 50 towns to be connected by the end of 2016.

An ICT baseline exercise, carried out in early 2015, highlighted the potential for consolidation and rationalisation of ICT technical infrastructure to reclaim expensive

real estate, lower computer room / data centre running costs and deliver efficiencies. Proposals to develop the Build to Share Government Cloud were progressed during 2015 and a range of procurement exercises will be initiated in 2016.

The ICT Strategy identifies an opportunity for a suite of common applications to be developed centrally for use by all Departments to drive efficiencies and savings. eSubmissions, a common application to manage submissions internally in Departments, has been developed and was successfully piloted with one Department in 2015. The OGCIO will continue to rollout this application during 2016, working with Departments to complete the on-boarding process. The development of two further common applications, ePQ and eCorrespondence, will be progressed during 2016. Further common applications projects, such as eFOI and eDocs, are planned for 2017.

As well as centrally led Build to Share initiatives, many examples exist in the broader Public Service. The Department of Education and Skills developed a project to improve the Post-Primary Online Database system. This resulted in a nationwide database linked to each post-primary school and is the first system of its kind in Europe. The project has facilitated greater efficiency and better communication between schools and the Department. By gathering real-time information from multiple sources, it informs important policy developments and the system is now utilised by all post-primary schools in the State.

The SOLAS Programme and Learner Support System is designed to produce data that will support policy formulation and

inform programme planning to ensure labour market demands are met. In addition, the new database will facilitate data exchanges between SOLAS, the Education and Training Boards, the Department of Education and Skills and the Department of Social Protection. It will also have the capacity to exchange data with other state agencies such as Revenue, the Higher Education Authority and Quality and Qualifications Ireland in the future.

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

## Digital First

As part of its modernisation programme, the Department of Social Protection (DSP) has moved into the delivery of online services. Since January 2016, customers are able to make an application for a jobseeker's benefit payment online for the first time using the [MyWelfare.ie](http://MyWelfare.ie) portal. MyWelfare.ie is designed to enable clients to access personalised DSP services by creating a personal account. The portal has been operational since July 2015 and currently allows customers to book PPSN (Personal Public Service Number) and Public Services Card appointments.

The Office of the Revenue Commissioner's myAccount makes it easier than ever to be tax compliant. myAccount is a single, secure and trustworthy online application, which provides access to services for taxpayers using mobile devices. This puts customer needs and experiences at the heart of its online capabilities, while also providing a highly secure service. This single access point was introduced in September 2015 and allows customers to access a whole series of Revenue services including PAYE Anytime, the Home Renovation Incentive, Local Property Tax, the eForm 12, myEnquiries, eTax Registration and eTax Clearance. There have been over 150,000 registrations and 1.2 million logins in the first six months of operation.

The Central Statistics Office (CSO) has developed an improved customer experience through exploiting advanced technologies. In 2015, the CSO launched their redesigned website to improve customer experience through the use of electronic releases with interactive High Charts, infographics and visualisation to improve communication and understanding of the data. All CSO statistical releases and publications are published in electronic format on [www.cso.ie](http://www.cso.ie) along with easy links to explanatory information and to further tabular information on the Statbank database. This is an online portal that makes CSO data and metadata more accessible to the public. The CSO has made all its data available under an open data licence with an emphasis on creating data that is reusable and that can be re-disseminated.

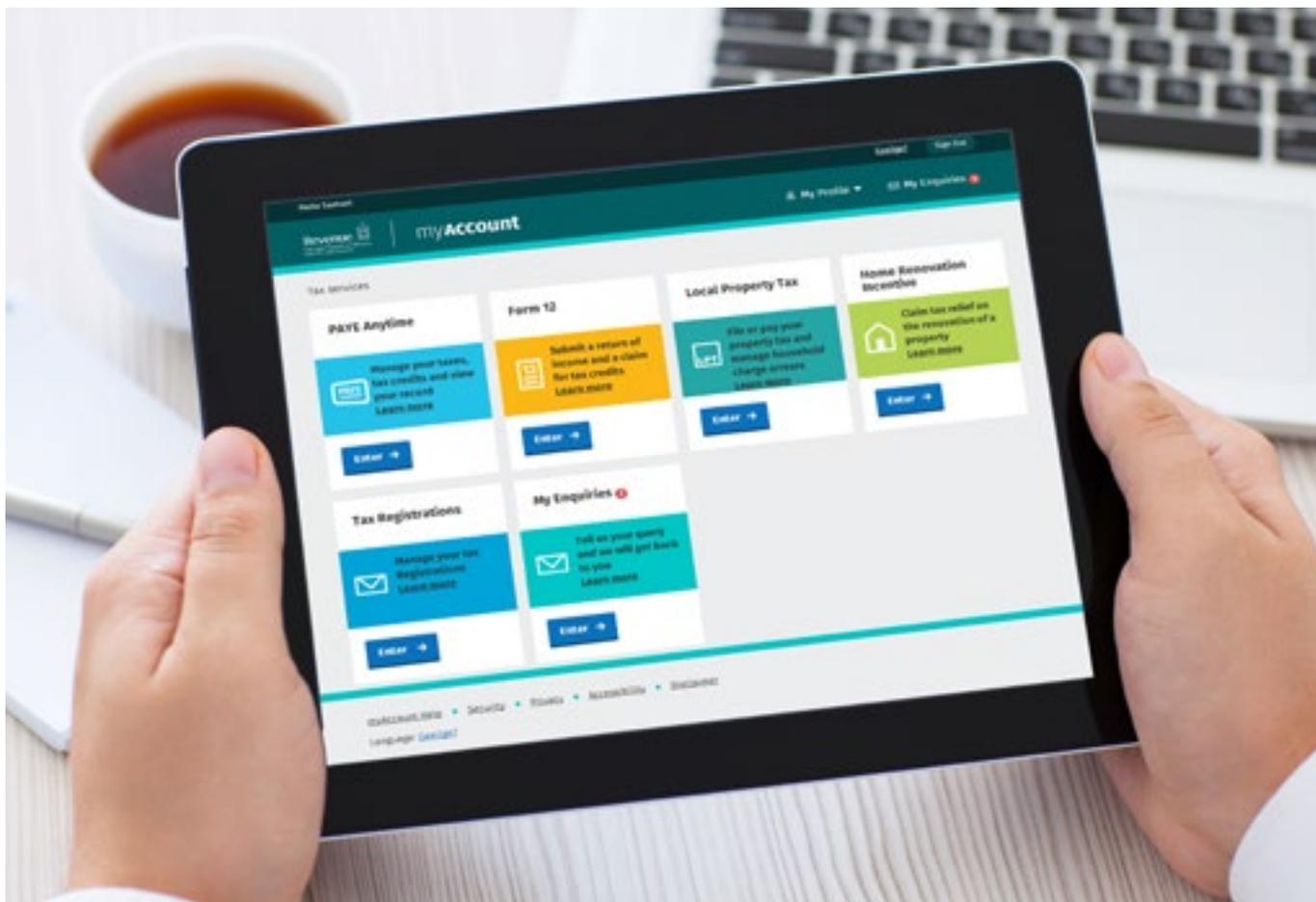
The Department of Jobs, Enterprise and Innovation launched the Integrated Licensing Application Service, [licences.ie](http://licences.ie), in December 2015. The main objective of this project is to reduce the administrative burden on businesses who currently have to apply for a multiplicity of licences across a number of licensing authorities. This is done by providing a one-stop portal for application, payment and renewal. An outsourced provision of the service was followed on a Finance-Design-Build-Operate model under a Single Vendor Framework Agreement for a seven year period. Currently, there are a pilot number of licensing authorities using this service and this will grow to involve other licensing authorities as the system is rolled out.

The same Department has also developed a new online status enquiry facility for employment permits, which allows customers to enquire about the status of their application. An automatic response issues informing applicants of the current stage of processing and where possible, an indication of how much longer it will take for a decision to be made. This will be followed by the introduction of a new online application system for employment permits in Q3 2016.

The National Library of Ireland (NLI) is increasingly digitising its collections and making the digital resources available online. An example is the digitisation of the Catholic Parish Registers in 2015. Previously, researchers had to visit the NLI's reading rooms in Dublin to use this genealogical resource. The NLI digitised the microfilms to produce 373,000 digital images and metadata and published them online free for use. The digitised Catholic Parish Registers was launched in July 2015 and has had over 6 million visits since then. In 2016, it was shortlisted in the Open Source category at the Ireland eGovernment awards and won the "Promoting Ireland Overseas" award.

By the end of 2015, over 93% (120,000) of all farmers had access to the Department of Agriculture and Food's [agfood.ie](http://agfood.ie) portal. In addition, some 105,000 farmers have registered their mobile phone number with the Department for information services and / or registered permissions for transaction services via mobile phone. Furthermore, there has been significant support from industry to the Animal Identification and Movement (AIM) system and all movements to livestock marts, export assembly points and slaughter plants are electronically recorded via web service links, with 6.9 million bovine movements recorded on AIM in 2015 alone.

The Food Safety Authority of Ireland have developed an online mobile responsive website called MenuCal. This was developed with the input of chefs, caterers and small business owners. Businesses can register and use the online tool to calculate calories and to manage allergens.



The Building Control Management System (BCMS) was developed to provide a stronger system of design, construction and completion oversight by professionals in the building industry. There are now 30,000 users registered with BCMS, which also provides a single access portal for the submission of Commencement Notices and 7 Day Notices. The system allows real time statistical analysis for housing returns from a single dataset, with the ability to extract data quickly to provide information on national construction trends. Additionally, local authorities have benefitted from improved efficiencies by automating simple tasks and reducing administrative burdens. Phase 1 of the project consisted of the customer registration, e-forms and data management, monitoring and evaluation and the full automation of the completion

certificate process. This Phase continued throughout 2015, with Phase 2 commencing in 2016.

Local authorities use [www.fixyourstreet.ie](http://www.fixyourstreet.ie) as a cost effective way to enable citizens to report issues such as graffiti, road path defects, street lighting, litter, leaks and drainage and tree maintenance. This online service is hosted by South Dublin County Council and, in 2015, almost 15,000 incidents were reported using the portal, with an average response time of 3.12 working days.

The use of digital technology in the education sector continues to be a key policy objective. Initiatives include the successful rollout of 100mbps connectivity to every second level school in Ireland, the rollout of pilot “switch-on” workshops for second level schools to optimise the use of digital in the classroom and the introduction

of the School Digital Champion Programme, which is designed to elevate digital skills and to facilitate project-based learning, innovation and the development of 21st century skills.

Discovering if your qualification achieved outside Ireland has a comparable qualification on the Irish Framework of Qualifications has become easier with the introduction, by Quality and Qualifications Ireland, of a new online service QSearch. People with qualifications from outside Ireland can now use this new online service to check the recognition of their qualification and to download a statement of comparability for use with Education Institutions and employers. To date, almost 700 qualifications from a large range of different countries have been listed.



## Data as an Enabler: Identity Management

Access to public services continues to be enabled through the increasing take-up and use of the Public Services Card (PSC). Since late 2011, the phased introduction of the PSC has been underway with over 1.9 million cards now issued, including over 630,000 Free Travel variants. The PSC provides for robust personal identification and enables individuals to access public services more efficiently, reduces the possibility of theft, forgery and fraud and preserves personal privacy to the maximum extent.

The PSC is based on SAFE 2 registration which provides a significantly enhanced ability to detect fraudulent activity and realise savings. The data collected and verified during the SAFE registration is updated onto the Single Customer View system operated by the Department of Public Expenditure and Reform,

providing a centralised identity verification service. Since March 2016, all first-time adult applicants for passports have to be SAFE 2 registered before getting a passport, meaning that they will need to have a Public Services Card.

The Department of Social Protection (DSP) launched a SAFE 2 compliant online Identity Access Management (IAM) system in February 2016 called [mygovind.ie](http://mygovind.ie) to facilitate online access to high-value DSP web self-service offerings. The IAM is also available to other public bodies to use for their online provision of services.

A Health Identifiers Programme is being progressed by the Health Services Executive in line with the Health Identifiers Act, 2014. This will see the introduction of unique Individual Health Identifiers (IHI) for individuals, healthcare professionals and healthcare organisations. An IHI Proof of

Concept system went live in September 2015 consisting of 4.2 million records. It was designed and deployed for integration with three pilot healthcare settings, in advance of the design and deployment of the full IHI Register which will be implemented in 2016. The design and implementation plan for the establishment and operation of the IHI Business Service was completed in Q4 2015.

## Data as an Enabler: Geo-spatial Services

Geo-spatial services present enormous opportunities for planning, environmental management, land registration, public health issues, forestry and land registration. Ordnance Survey Ireland is currently working with the Department of Public Expenditure and Reform on the development of a National Spatial Data Strategy. It is intended that the Strategy will deliver improved access to

geo-spatial information for public services, business and citizens. The development of the Strategy is expected to be completed by the end of 2016, with implementation and rollout over the period 2016-2019.

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

The Geological Survey, in cooperation with the Department of Communications, Energy and Natural Resources, has developed Tellus to best utilise digital geosciences for public benefit. Tellus has created an environmental snapshot of Ireland by merging

digital geosciences into better health and agriculture resources by using airborne mapping systems and other available data. The data collected by Tellus has direct relevance for agriculture and environmental management in Ireland, enabling better management of health risks. Most recently, Tellus surveying has been completed in the north midlands region (2014-2015) and the eastern midlands region (2015). Longer term, Tellus aims to complete surveying the entire island of Ireland on a phased basis, with 50% to be completed by end 2017.

The Department of Arts, Heritage and the Gaeltacht launched a Geographical Information System for Gaeltacht Language Planning Areas in December 2015. The system is aimed at supporting the implementation of the language planning process in Gaeltacht areas. Under the system, census data for 2006 and 2011 is presented regarding Irish language

usage by Electoral Division in the Gaeltacht. Provisional information provided by the Department of Education and Skills regarding the location and population of primary and secondary schools in respect of the school year 2014/15 is also presented in map format.

During 2015, the Health and Safety Authority developed a mobile application and enhanced data platform utilising Global Positioning System coordinates and Geographical Information System postcodes for use by workplace health and safety inspectors. This has improved efficiency in data collection and inputting, delivering productivity gains and improved customer service.



## Data as an Enabler: Data sharing

The General Scheme of a Bill on Data Sharing and Governance has been approved by Government and legal drafting of the Bill is expected to commence shortly. The Bill is part of a series of actions to improve data sharing in the Public Service. More effective data sharing between public bodies can yield very substantial benefits to all users of public services. Important issues also arise in terms of data protection and data quality and integrity, and the Bill aims to address these issues.

Student Universal Support Ireland (SUSI) has introduced a single online facility to handle payments, claims and entitlements through one integrated system. The project utilises technology and real-time processing to share crucial information between the Department of Social Protection and SUSI to reduce the need for

customers to visit both offices as was previously required.

A joint initiative between the Department of Social Protection (DSP) and Revenue is eliminating delays in responding to queries relating to PRSI contributions. This collaborative project involved developing a process to make Revenue customer information on over 320,000 cases available directly to DSP. Benefits delivered include a reduction in phone contacts between the two organisations and a significant improvement in DSP customer service through timely access to PRSI information.

## Digital Engagement: Use of Social Media

The growth of social media presents enormous opportunities for the Public Service to communicate differently with citizens and is widely used across public service bodies. An Garda

Síochána have been using social media since 2011 and since then expanded its use of social media across Twitter and Facebook to inform and engage with the public on key matters of public safety. This includes national and regional Twitter and Facebook accounts, with its main channels including a dedicated traffic information Twitter account @gardatraffic, a twitter account to demonstrate community-related activity @gardainfo and a Facebook page to showcase the organisation's range of activity. In 2015, it had the largest social media audience in the Public Service of over 300,000 with high levels of engagement.

The Department of Foreign Affairs and Trade's Twitter network currently includes 7 HQ accounts, 65 mission accounts and 14 Ambassadorial accounts, with over 200,000 followers worldwide. In 2015, the main HQ account @dfatirl alone generated over 7 million impressions. The use of



Twitter during consular crises has been particularly important and successful for quickly providing details of incidents to citizens both in Ireland and in the country affected by the crisis.

The Western Development Commission's Yeats 2015 project highlights the benefits of an

innovative use of social media. The project received an Ireland eGovernment Award as a good example of how to use digital platforms in engaging audiences, particularly the diaspora and international followers. Initial estimates suggested the project reached in the region of twenty million people at home and abroad.

The Local Authority websites attract over 45 million visits per annum and all local authorities now use social media to communicate. In addition, the Local Government portal, [www.localgov.ie](http://www.localgov.ie), now provides a single point of contact for all local authorities.

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## 1.2 Improving Customer Experience

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### Key Objective from Public Service Reform Plan 2014-16:

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

### Engaging with Customers

The results of the Civil Service Customer Satisfaction Survey 2015 were published in May and show that over three in four customers were satisfied with both the service received (77%) and the outcome of their most recent contact (76%). In addition, it was found that service levels are mostly meeting or exceeding expectations (83%).

Other research highlights included that customer contact via e-mail and online channels is rising, with telephone continuing to be an important channel; technology solutions and electronic communications particularly appeal to the younger age groups and certain social classes; interactions with staff continue to be rated positively; and advocacy levels have increased overall. While the results of the survey are generally positive, the survey also pointed to areas that can drive dissatisfaction such as aspects of telephone services that need to be addressed to improve customer satisfaction.

In addition to the overall Civil Service Customer Satisfaction Survey, many organisations

conduct their own organisational level customer surveys and these inform ongoing changes to service design and delivery.

During 2015, Revenue developed and began implementation of a Customer Engagement Strategy 2015-2017, with the aim of boosting voluntary compliance, improving efficiency and enhancing the customer experience. Implementation of the Strategy is underway through a range of initiatives to improve engagement and inform service delivery. This includes, for example, the use of Customer Forums to obtain direct customer feedback, improved telephone services and the introduction of the myAccount online application. As part of their strategy, Revenue recently reinvigorated its use of business and PAYE customer panels to gain useful insights into service delivery and user experience of online services currently in development.

As part of the 'Learning to Get Better' project, the Office of the Ombudsman engaged extensively with patients and hospital staff in public hospitals (including voluntary hospitals) and identified good and bad practice in complaint-handling.

They recommended ways in which hospital complaints systems could be made more accessible, responsive and effective and to apply the lessons learned from complaints to improve services.

Service Design is an emerging and innovative approach to improving public services by streamlining processes and improving the customer experience with the direct involvement of service users. During 2015, the Department of Public Expenditure and Reform worked in partnership with the Northern and Western Regional Assembly and the Centre for Design Innovation in IT Sligo to support the application of service design principles to a number of pilot projects.

The Dolphin House Mediation Initiative enables a permanent mediator presence in Dolphin House, the principal family law venue for the District Court in Dublin. It promotes mediation as a way of finding resolutions to family disputes at traumatic times. It offers solutions for families while relieving pressure on the District Family Courts by encouraging parties to come up with their own solutions. Since the introduction of the scheme, over 1,700 agreements have been reached without recourse to contested court proceedings.

The National Disability Authority have developed 'Universal Design for Customer Engagement' toolkits which provide practical and useful guidance on how to use Universal Design as a tool for better engaging with customers in sectors such as energy and tourism.

In 2015, a Voice of the Customer process was initiated by Sustainable Energy Authority of Ireland (SEAI). This allows homeowners to provide feedback directly to the SEAI on how to improve the Better Energy Homes scheme and associated processes. This feedback is then considered by the SEAI as part of its ongoing work to continually improve the Better Energy Programme.

## Plain Language

Plain language continues to be promoted across the Public Service to make interaction easier for service users. In 2015, the Department of Public Expenditure and Reform sponsored training in plain language for public servants from 20 organisations.

Individual Departments also continue to promote the use of plain language. For example, the Department of Communications, Energy and Natural Resources have redesigned their website to plain language standard, making information more easily accessible. The Department of Social Protection has implemented the plain language principles widely across the Department and are improving the standard and consistency of their main application forms and customer communications. In the Health Service Executive, the registration form for free GP care for children under 6 was 'Plain English' approved by National Adult Literacy Agency (NALA), as was Revenue's Home Renovation Incentive guide.

## Service Improvements

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

In 2015, the Passport Service issued almost 670,000 passports, which is 15% more than five years ago. This is being done with fewer staff and a much reduced overtime bill. Reforms which have improved service delivery and driven efficiency include online tracking of applications and the web based counter appointments system which has been introduced in their Dublin and Cork offices. In addition, the first Passport Card outside of North America was introduced in October 2015 and provides Irish citizens with increased convenience and flexibility. The Passport Service is currently implementing a wider reform project, with the aim of improving services, including through the proposed launch of an online renewal process for full passports.

The British Irish Visa Scheme (BIVS) was launched in China in October 2014 and extended to India in February 2015 allowing tourists and visitors to visit Ireland and the UK on a single visa. This initiative was conceived and implemented by the Irish Naturalisation and Immigration

Service of the Department of Justice and Equality, in cooperation with the UK Home Office. Since the introduction of this scheme, there has been a significant increase in the number of visitors to Ireland from both countries, aided by the sophisticated communication system with the ability to transfer biometric and biographical data with the UK when necessary. Almost 14,500 Irish BIVS visas were issued by Ireland up to the end of 2015.

The Private Residential Tenancies Board launched Telephone Mediations as a new and innovative dispute resolution procedure for landlords and tenants. This free service provides a dispute resolution process where parties are contacted individually by telephone and the Mediator facilitates the parties in coming to an agreed resolution within a short period of time. With 40% of applicants now seeking this service, there has been a 70% agreement rate and 92% satisfaction rate, with only 8% of parties appealing the outcome to Tribunal and very minimal non-compliance issues.

The approach to regional waste management planning has been rationalised by moving from 10 waste regions to a 3 region configuration, in line with the Local Government Reform Programme and national waste policy. Waste management plans are now flexible enough to take into account regional priorities but are also being coordinated at a national level. The regional waste management plans were published in May 2015, following a review of submissions received under a public consultation. The plans, which will run for six years, will be reviewed mid-term and represent a step forward for waste management in Ireland.



There is now a new online interface for all curriculum in primary and post-primary schools, [curriculumonline.ie](http://curriculumonline.ie), allowing teachers to create their own customised plan and to track progress across the curriculum. Video examples of student work and classroom practice are available to illustrate learning outcomes.

## Better access to services

Good access to primary care services is an important element of promoting a healthy society. Universal GP care was introduced in 2015 which covers all children under 6 and all persons over 70 respectively. Approximately 800,000 children and elderly are now able to access the publicly-funded GP service, without fees and without having to be means-tested to qualify.

The Healthy Ireland initiative to improve health and wellbeing continues to be rolled out. For example, the Public Health Alcohol

Bill which addresses alcohol misuse was published in 2015 and the development of a first National Obesity Policy and Action Plan was also advanced in 2015.

The Housing Assistance Payment (HAP) scheme is a form of social housing support for people who have a long-term housing need, which aims to allow all social housing supports be accessed through one body – the relevant local authority. Over 6,000 households have been supported by the roll out of HAP since commencement of the scheme in September 2014 and will continue with a target of 10,000 additional households to be supported by the scheme in 2016.

An Garda Síochána launched a significantly enhanced victim support service in December 2015. The service prioritises the engagement, support and restoration aspects of the Garda relationship with victims of crime. All 28 Garda Victims Service Offices are operational since March 2015. This reform will enhance community

safety, reduce the number of people who become victims of crime and, if someone does become a victim of crime, lead to a professional investigation to bring the perpetrators before the Courts, with progress communicated to victims.

The National Driver Licence Service (NDLS) provides motorists with a dedicated, customer-focused licensing service with 34 centres nationwide. The locations of the centres have been chosen to ensure that 95% of the population is serviced within a 50km radius of a centre. In 2015, the NDLS issued 560,000 full driving licences and learner permits. The next major phase in the service is to deliver an online capability, so that customers can apply for a licence online.

The National Car Testing Service (NCTS) introduced increased operating hours for the national car test in 2015, including 24/7 access in 3 centres in Dublin and Cork. This means customers can have their cars tested in the middle of the night or early in the morning Sunday to Saturday, which is proving especially attractive to customers such as taxi drivers and shift workers. Almost 1.5 million vehicles, the largest amount ever, were tested by the NCTS in 2015.

## Business customers

The Small and Medium Enterprises Online Tool, [supportingsmes.ie](http://supportingsmes.ie), was used by over 55,000 businesses and entrepreneurs in the first year of the campaign. The campaign is a cross-governmental initiative developed to help small businesses and entrepreneurs learn the full range of potential supports available to them.

During 2014, a system was procured and integrated into Companies Registration Office (CRO) systems to issue electronically authenticated digital certificates as legal originals to companies to replace the current printed versions. This system went live in respect of certified copies of documents in 2015 and will gradually be rolled out to all CRO certificates (mortgages, business name registration and incorporation). Businesses can now email this digitally authenticated copy to as many suppliers as required rather than purchasing several paper certificates.

The Health and Safety Authority has continued work on reducing the administrative burden on business with the extension of BeSMART to the Construction sector in May 2015. BeSMART is part of the Taking Care of Business programme and offers a free online risk assessment and safety service, which has substantially reduced

administrative burdens and compliance costs for businesses. There are currently over 30,000 BeSMART users, of which 900 are within the construction sector and 180 in the Agribusiness sector.

The Trusted Partner Initiative, launched in May 2015, is a new form of registration for applicants of employment permits, which aims to streamline the application process and reduce the administration burden for applicants. There is now a faster turnaround, with status valid for 2 years, no fee, reduced paperwork for every permit applied for under the scheme and shortened permit application forms.

Revenue continues to focus on customer service and voluntary compliance with online services for business. The new and enhanced online / self-service channels such as eTax Clearance, eRegistration, myEnquiries and VAT Mini One Stop Shop has reduced the time and cost burden for business customers. In recent

years, Revenue has pre-populated information on tax returns, making it easier for taxpayers to complete their returns.

Eircode, Ireland's new postcode system, was rolled out in July 2015. This involved assigning a unique seven digit code, for example, D02 X285, to each address in the country. Adopting this design helped resolve the challenge of over 35% of addresses sharing the same address as another property, especially in rural areas, and properties in both urban and rural areas having multiple forms of address. In providing a unique address identifier, Eircode benefits businesses and public bodies as they can use it to help plan delivery logistics or services to communities. It also makes the delivery of services and goods to households easier, as well as facilitating the location of an address in an emergency. In order to encourage use of eircodes, a total of 80 million



records in databases in 15 public sector bodies were encoded with eircodes.

Minimising the administrative burden placed on business respondents is a key priority of

the Central Statistics Office. The Response Burden Barometer (RBB) is a measure of the total administrative burden placed on Irish enterprises and agricultural holdings by CSO surveys, when

calculated on an actual compliance basis. The RBB for 2014 reduced by 26.4% since it was first measured in 2005, and when measured against the peak year of 2008, the RBB reduced by 38.8%.

## 1.3 Alternative Models of Service Delivery

### Key Objective from Public Service Reform Plan 2014-16:

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

### Commissioning for Better Outcomes

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

A public consultation on Commissioning Human, Social and Community Services closed in mid-February 2016. This follows on from an Open Policy Debate on commissioning with stakeholders and experts held in October 2015 and the publication of an evidence review of international experiences with commissioning in December 2015. Following on from the public consultation, the Department of Public Expenditure and Reform, in collaboration with the Departments of Health; Children and Youth Affairs; and Environment, Community and Local Government, will formulate principles that

should underpin a Commissioning Framework in Ireland and a transition timeline, which will be proposed to Government during 2016.

### Benefacts

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

Benefacts will provide a single repository of financial, governance and other relevant data on the not-for-profit sector. This will include readily accessible and freely available data on the funding received by the not-for-profit sector, including details of all Government grant allocations. The first datasets under this initiative, covering data on non-profits for 2014, will be made available on the Benefacts website in May 2016.

### Alternative models in use in the Irish Public Service

JobPath is a new approach to employment activation from the Department of Social Protection, in conjunction with external providers, aimed at supporting the long-term unemployed. The rollout of JobPath began in July 2015 and it is expected to be completed by mid-2016. Two companies have been contracted by the Department of Social Protection to provide JobPath services, which is a payment-by-results model and, as such, all initial costs are borne by the companies. Payment by the State is made on the basis of performance by means of referral fees and job sustainment fees. JobPath is structured so that the companies cannot recover their costs or make any profit unless and until they get people into sustainable jobs. The Department will refer between 264,000 and 440,000 jobseekers to the JobPath companies over the contract term. At the end of the first quarter of 2016, some 20,000 jobseekers had been referred to JobPath.

Since the introduction of Local Property Tax in 2013, the Office of the Revenue Commissioners has worked with an external contact management company to provide a high quality call service for customers. To date, the service has answered almost 2 million calls and has done so in line with Revenue's customer service standards. The service provider

has also demonstrated flexibility in meeting the needs of the Revenue Commissioners and is now capable of quickly increasing call capacity as the need arises.

Similarly, the Department of Social Protection partnered with an external provider in respect of applications for the Water Conservation Grant introduced in 2015. An external contact centre provided a service channel for customers with no internet access or bank accounts. The short time period for the grant required the centre to respond in a dynamic and flexible manner to meet peaks in demand. All of the performance and availability metrics agreed with the provider were met, even under peak load when over 34,000 calls were answered in a single day. In total, over 200,000 applications were dealt with via the call centre.

The Central Statistics Office is in the process of transitioning to using

an external call centre provider for a new version of the Quarterly National Household Survey, which will be known as the Labour Force Survey. The call centre began making calls to households as part of the survey in April 2016. The Labour Force Survey and Quarterly National Household Survey will be conducted side-by-side during 2016, with the first publishable results from the Labour Force Survey expected after Q1 2017.

The Valuation Office is moving to an external service delivery model to complement its own internal capacity in carrying out the National Revaluation Programme of commercial and industrial properties for rating purposes. In order to facilitate this, provisions were included in the Valuation (Amendment) Act, 2015, which commenced in June 2015. The Valuation Office is now beginning the procurement process to engage

a contractor to conduct all the stages of the revaluation process.

Teagasc has contracted out the completion of applications for farmer clients for the Department of Agriculture, Food and the Marine's GLAS scheme. They also contracted out joint delivery of the Beef Data and Genomics Scheme.

## Debt management

The Department of Public Expenditure and Reform is leading a multi-agency initiative to improve debt collection levels across a number of public bodies. A review of debt collection mechanisms and protocols across five sectors – the HSE, Local Government, the Department of Social Protection, the Department of Agriculture, Food and the Marine and the Courts Service – was published in 2014. A number of pilot programmes have commenced in response to this initiative.



# A Focus on Service Users since 2011



Brighter  
Outcomes,  
Better  
Futures

Education  
and Training  
Boards

Revenue  
Customer  
Engagement

School Self  
Evaluation

MyAccount.ie

Public  
Services  
Card

Solas

JobPath

Workplace  
Relations  
Reform

Tusla

Passport  
Service  
Reform

Eircode

Broadband to  
Schools

Higher  
Education  
Strategy

Better Energy  
Programme

Licences.ie

Local  
Employment  
Offices

Building  
Control  
Management  
System

Primary Care  
Reform

Healthy  
Ireland

Intreo



## Section Two: A Focus on Efficiency

The first Public Service Reform Plan 2011-13 had a very strong emphasis on improved efficiency and cost reduction. This theme is continued in the Public Service Reform Plan 2014-16 and this section of the report illustrates progress on significant cross-cutting initiatives, and includes some sectoral examples, all of which are contributing to cost savings, and ultimately, more sustainable service provision.

From the achievement of increased productivity under the various public service agreements to the roll-out of shared services and the transformation of public procurement and property management, there has been significant progress in achieving a stronger focus on efficiency. This work has been underpinned by public expenditure reforms to support and improve decision making.

### 2.1 Cost of the Public Service and Productivity

#### Key Objective from Public Service Reform Plan 2014-16:

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

#### Cost reduction

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

#### Increased productivity

In addition to the direct savings effected through the Financial Emergency Measures in the Public Interest legislation, public servants have also contributed significantly to the maintenance of ongoing necessary public services through significantly increased productivity.

The productivity measures implemented include an additional 15 million hours each year, substantial reductions in overtime and other payments, changes in conditions relating to pension, sick leave and annual leave, redeployment of thousands of public servants and the provision of

additional services with significantly fewer staff.

In the schools and education sector, the additional hours have been used to provide supervision of students and teacher substitution cover, maintaining smooth delivery of this key public service.

Nearly 5 million hours of additional working time have been added to the health service annually. These have helped to reduce dependency on overtime, add capacity in emergency departments and to extend clinic opening hours. The extra hours in these areas have also contributed to the introduction of a longer working day (8am–8pm) in many areas.

In the Local Government sector, an additional 1 million hours have helped to continue the provision of frontline services in the light of a reduction both in staff numbers and in the use of overtime in the sector.

## Reform Dividend

Cost reductions have been delivered while meeting increased demand for public services due to the downturn and demographic factors, as set out in the earlier infographic (page 7). The reform dividend from this cost reduction and the other reforms implemented, together with an improvement in the public finances, has allowed for targeted recruitment in sectors such as education, health and policing in recent years.

For example, since 2014, there has been increased staffing in the following areas: an additional 3,000 teachers; 1,300 new special needs assistants; the HSE has hired over 1,000 nurses; and, by the end of 2016, there will have been an additional 1,150 Gardaí recruited. Without Public Service Reform and the savings it has produced, including those underpinned by

agreements negotiated with staff, it would have been impossible to increase staff levels in these key frontline areas.

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

## Lansdowne Road Agreement 2015-2018

The Lansdowne Road Agreement was concluded in May 2015 and ratified by the ICTU Public Services Committee in September 2015. The Agreement extends the Haddington Road Agreement and will secure a peaceful industrial relations environment until September 2018.

The Agreement reinforces the ongoing commitment of public servants to the wider reform agenda in the Public Service and will ensure that efficient and effective public services remain an integral part of that future. The Agreement specifically states that “efficiencies need to be maximised and productivity in the use of resources increased through revised work practices and other initiatives”.

The Agreement also began the process of unwinding the financial emergency measures in a prudent and sustainable fashion thereby reducing the risk to the sustainability of the public finances, targeting the bulk of available discretionary resources at lower and middle income public servants. The Commencement Order bringing into law the Financial Emergency Measures in the Public Interest Act, 2015 was formally signed in November 2015.

## Delegated approach to staffing

With improving financial circumstances, it has been appropriate to return to a more normalised approach to staffing within a revised policy framework. In Budget 2015, the ending of the Moratorium on Recruitment and Promotion / Employment Control Frameworks was announced, with a move to delegation of sanction for the management of staff and pay to Departments, in line with a commitment in the Public Service Reform Plan 2014-16.

Sanction has now been delegated to all Departments, with the exception of parts of the Health, Education and Justice Sectors. The sanction gives Departments more flexibility in terms of how they manage their staffing requirements by allowing Departments to manage their own staffing levels once they remain within their agreed multi-annual pay ceilings.

The delegated arrangements shift the focus to cost management, containment, reform and efficiency. The arrangements allow Departments to recruit or promote in certain grades (up to and including Principal Officer or equivalent), as long as this can be achieved within fixed pay allocations. Departments can also implement similar cascade arrangements with agencies or bodies under their aegis.

## 2.2 Shared Services

### Key Objective from Public Service Reform Plan 2014-16:

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

### National Shared Services Office

Shared services is a major part of the Public Service Reform programme, with the National Shared Services Office (NSSO) established within the Department of Public Expenditure and Reform to lead shared service strategy across the Civil Service. The Government approved the publication of the NSSO Bill in January 2016, which will result in the NSSO becoming a separate Civil Service Office under the aegis of the Department of Public Expenditure and Reform, with its own Accounting Officer. As well as leading shared services strategy for the Civil Service, the NSSO plays an important role in relation to policy for shared services across the wider Public Service, including

setting standards, research and policy development, as well as providing guidance and advice.

An independent report entitled “*An Examination of Shared Services in the Irish Public Service and Internationally*” was published in December 2015. The report confirmed that Ireland compares well internationally in terms of the approach to shared services and the significant progress made on key projects in recent years; the governance and accountability frameworks put in place, including the establishment of the National Shared Services Office; and the anticipated headcount reductions and payback periods for the Irish Public Service, which are in line with international comparators.

### Civil Service Shared Services

Significant progress continues to be made in advancing a number of shared services projects within the Civil Service.

PeoplePoint, the Human Resources and Pensions Administration Shared Service Centre, is in operation since March 2013 and now services over 33,000 employees across 38 Public Service Bodies. PeoplePoint manages high volume administration activities, providing various HR and pension services to customers such as leave, absence, pension and pay administration. Further Public Service Bodies will transition to PeoplePoint in phases during 2016, bringing the customer total to over 34,000 employees across 40 organisations.



A single Payroll Shared Service Centre (PSSC) for the Civil Service is now providing payments to almost 78,000 payees, including 45,000 pensioners, across 31 organisations. The PSSC, which is based in three locations (Galway, Killarney and Tullamore) currently issues payments valued at €2.7 billion when annualised. By early 2017, the PSSC will provide payroll and travel and subsistence services to 120,000 payees, including pensioners from 54 sections of Government.

The implementation phase of the Civil Service Financial Management Shared Services project has now commenced, following Government approval to proceed to the next phase of the project in January 2016. The project will transform the approach to the delivery of financial management and support across central Government. It will include centralising transaction processing, refocusing Public Service Body finance teams as finance business partners and establishing a Financial Management Shared Services Centre and the transferring of transaction processing activities from Public Service Bodies to a Shared Services Centre.

## Sectoral Shared Services

Progress has also been made on shared service projects within the key sectors of Local Government, Education and Health.

The rollout of a Local Government payroll and superannuation shared service known as *MyPay* is continuing. This is led by Laois County Council, and twenty Local Authorities and the Local Government Management Agency are now 'live' in the *MyPay* Shared Service Centre.

A number of shared service projects are being advanced in the Education and Training Sector. These range from the upgrade of the existing Department of Education and Skills Teachers Payroll Shared Service to the introduction of Payroll Shared Services for the Higher Education Sector. In the Further Education and Training Sector progress continues on Payroll, Financial Management and ICT Strategy Shared Services for the 16 Education and Training Boards.

In the Health Sector, a number of shared service projects are

being progressed by the Health Service Executive through the Health Business Services unit. These include areas such as Payroll, Pensions, Recruitment and Financial Management.

## Recognition of Good Practice

PeoplePoint won the Customer Contact Management Association (CCMA) Shared Services Centre of the Year Award at the 2015 Irish Customer Contact and Shared Services Awards in November. The awards were hosted by CCMA Ireland who noted "the Judges congratulate the PeoplePoint leadership and teams on their work to date in demonstrating the value of the shared service model and ultimately achieving better public service value".

The Payroll Shared Services Centre won the award for "Leading Civil Service Renewal" at the first Civil Service Excellence and Innovation Awards in December 2015. The award recognised the value of the payroll shared services project and highlighted how unified shared service approaches can lead to greater efficiency and service improvements.

## 2.3 Public Procurement

### Key Objective from Public Service Reform Plan 2014-16:

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

### Public Procurement Reform

During 2015, the Office of Government Procurement (OGP) continued to lead the implementation of the programme for procurement reform, bringing

increased levels of collaboration and consistency to public service procurement. In the three years to the end of 2015, the OGP and its partner sector sourcing organisations in Health, Education, Local Government and Defence enabled procurement savings

estimated as in excess of €160 million.

In 2015, a review was undertaken of the Procurement Reform Programme and a re-baseline exercise was carried out. This exercise identified a number of factors which had an impact on the objectives that were set when the OGP was established. In particular, the time taken to build up the staffing resources of the organisation was longer than anticipated resulting in constrained capacity in the initial years. The

context of the programme had also changed since its commencement, with economic recovery already putting upward pressure on prices for goods and services. Notwithstanding these factors, the review concluded that substantial benefits for the State remain by continuing the programme. The re-baseline exercise set new targets for the years ahead and the projected savings for the next three years (2016-2018) are now in the range of €80 million to €100 million per annum for the programme as a whole.

A key objective of the programme is to strengthen spend analytics and data management. In March 2015, the OGP published its first public report – *Public Service Spend and Tendering Analysis for 2013* – analysing €2.742 billion of expenditure data gathered from 64 large Public Service Bodies.

In recognition of its work to date, the OGP was awarded the Public Procurement Excellence Award at the National Procurement and Supply Chain Awards 2015.

## OGP Sourcing Activity

The 2015 OGP Target Schedule of Frameworks and Contracts, first published in December 2014, was aligned to the gathered requirements of the larger Government Departments and Agencies. The OGP continued to gather and review information on the requirements of Public Service Bodies throughout 2015.

In view of the enormous volume, value and complexity of requirements across the State, the OGP constantly reviews its sourcing programme to prioritise activity that will best serve requirements, enable savings and ensure compliance with proper procurement processes. The target schedule is updated quarterly and published on [www.procurement.ie](http://www.procurement.ie)

to give clients and the market a nine month forward view of the OGP service delivery plan. This move brings transparency and affords SMEs time to construct consortia and bid for public service contracts.

Throughout 2015, the OGP worked to develop comprehensive specifications in areas such as professional services, ICT, facilities, travel services, HR, utilities and managed services. It is notable that some of these expenditure areas such as legal costs, software, catering and cleaning have not previously been addressed at a whole-of-government level. It is expected that work on these areas which commenced in 2015 will enable the relevant arrangements to be put in place in 2016.

## Public Procurement Policy

The High Level Group on SME Access to Public Procurement continues to develop and monitor



strategies facilitating SME access to public procurement. Working in conjunction with Enterprise Ireland and InterTradeIreland, the Local Enterprise Offices (LEOs) continued to deliver Procurement Seminars to SMEs in 2015. Established in 2014, the network of 31 LEOs operates as an integral part of local authorities across the country, providing a first-stop shop service for SMEs while working to identify and address their training needs.

The OGP also launched the Tender Advisory Service on a pilot basis in 2015, providing an informal outlet for potential suppliers to raise concerns in relation to a tender process where perceived / real issues may remain after the clarification process set out in the Request for Tender document has been exhausted.

These initiatives address stakeholder concerns and ensure that SMEs can access public procurement opportunities. This is vital to the Irish economy as SMEs account for 99.7% of all enterprises and 68% of all employment. The importance of the link between market opportunities for SMEs and public procurement is reflected in the Government's Action Plan for Jobs.

In 2015, work also continued on the process of transposing three EU Procurement Directives into Irish Law.

### Raising awareness of Public Procurement

The OGP actively engaged throughout 2015 in a number of communication events including

'Taking Care of Business', designed to help small and start-up business. In addition, 'Meet the Buyer' is an opportunity for suppliers to meet major public sector buyers. 'Go-2-Tender' workshops are designed to provide tailored advice and guidance and assist with tender development. In 2015, approximately 4,000 people attended events where the OGP was actively involved. These events help to foster awareness of, and enable participation in, the public procurement process.

The volume of queries into the OGP Customer Helpdesk tripled during 2015, reflecting growth in OGP's operations. Averaging 115 queries a week, the percentage of queries closed within 24 hours stood at 93% at the end of 2015.

## 2.4 Property Asset Management

### Key Objective from Public Service Reform Plan 2014-16:

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

### Implementation of the Property Asset Management Delivery Plan

'Accommodating Change – Measuring Success', the Government's Property Asset Management Delivery Plan, was published in July 2013 with the key objective to "manage the Public Service property portfolio in a professional, co-ordinated and efficient manner that maximises value for money and facilitates business needs and service provision". The Plan reflects that the strategic approach to the management of State property requires all State property holders

to view public property from a 'State' perspective rather than individual ownership. The Office of Public Works (OPW) is leading these changes across the Public Service and progress is overseen by a cross-sectoral Steering Group.

2015 saw the publication of the first progress report on the Plan, which sets out the main areas of progress during its first two years. These include the formation of the high level Property Asset Management Steering Group, population of data on the State Property Register, improved processes for intrastate property transactions, the adoption of ISEN 15221 Standard for Facilities Management and

improved management of the Civil Service estate.

### State Property Register

The Intra Public Service State Property Register is an online map-based register which was developed by the OPW and is available to all Public Service Bodies. The Register is facilitating a more strategic approach to property based solutions on a State-wide basis. Significant progress has been made and there are now over 26,000 properties registered on the State Property Register.

### Streamlining Property Transactions

Collaborative approaches to the use of State property include the identification of opportunities for different State organisations to share office accommodation and

to transact with each other as their accommodation needs change. During 2015, this collaborative approach was illustrated by the completion of the Intreo programme for the Department of Social Protection, when public bodies shared property to ensure the optimum result for this important reform initiative.

Protocols on intra-State property asset transfer and sharing have been finalised. These protocols simplify the processes for organisations and include the principle of single, independent valuations on intra-State transfers and more streamlined administrative and legal processes. There has been increased activity in the area of intra-State transfers using the protocols. Co-ordinated policies for property disposal and acquisition are also currently being finalised by the Steering Group. All of these measures will significantly help reduce property transaction costs.

## **ISEN 15221 Standard for Facilities Management**

A common language, the ISEN 15221 Standard for Facilities Management, has been introduced to a number of properties in the OPW portfolio. This is a European

standard that provides a framework for measuring and analysing the space usage in buildings. The standard will support the collection of the data needed to produce management information and key performance indicators for office accommodation. The data will be used to compare and benchmark the performance of similar property types in the State portfolio with a view to identifying opportunities for space efficiencies and will also feed into the Office of Government Procurement Facilities Management Frameworks.

## **Communication Strategy**

The Property Managers' Network was established during 2014 and provides a forum for property managers across the Civil and Public Service to share experience and expertise, as well as opportunities for shared approaches to property solutions. The network membership has been established on a regional basis. A number of information workshops were held during 2014 and 2015 and there are further events planned for 2016.

## **Property Registration**

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

## **Building Expertise and Capacity**

To ensure that State property is managed efficiently, it is recognised that staff must be suitably skilled. An intra State training and development programme is currently being developed to enhance the competencies, skills and expertise of personnel working in the public property asset management area. In 2015, the OPW hosted a two-day pilot course on property-related Option Appraisal and a further course is planned to take place in May 2016. In 2015, a pilot training course on property-related VAT was held for OPW staff.



## Better Management of the Civil Service Estate

Through rationalisation of the Civil Service Estate, around €41 million in annual rental savings has been achieved from 2008 to 2015. The OPW has practically completed the Office Accommodation Design Standards for Civil Service accommodation, which is in line with a move to provide more flexible work spaces to meet changing demands.

The OPW is continuing to rationalise its owned portfolio through its property disposal programme. In 2014, 74 state properties were disposed of or reassigned for alternative State or Community use. The proceeds received in 2014 from the sale of 20 of these state properties was €3.66 million. A further 29 state properties were disposed of during 2015 and the proceeds received from these sales was almost €3.6 million. It is expected that a further 40 state properties will be brought to market in 2016.

Other property holders that have realised savings through property rationalisation include the Department of Defence, which sold 22 of its properties at a total value of €3.5 million in 2014. In 2015, the disposal of surplus military properties continued and approximately a further 10 military properties were sold to a value of €1.9 million.

Making more efficient use of existing office space has generated significant savings in the OPW's annual rent bill since 2009. The value of savings delivered under the lease rationalisation and re-negotiation programme from 2009 to 2015 was €150 million approximately and it has yielded a surrender of over 1.4 million square feet of office accommodation, giving substantial ongoing annual savings.

## Energy Efficiency

The "Optimising Power @ Work - Public Sector Campaign" is progressing well, with over 30

public bodies now participating in the campaign (5 large hospitals, 2 Universities, 3 Institutes of Technology, 13 Local Authorities, 2 Prisons and various HSE Estates buildings). The total energy spend in the buildings currently participating in the programme is approximately €28 million per annum. The OPW is now working with the HSE National Sustainability Office to coordinate the roll out of the campaign into additional large acute care hospitals, with annual energy savings targets of 8% in Year 1, rising to 18% in Year 3.

In relation to its own property portfolio, the OPW is currently achieving savings of approximately 22% through its Optimising Power @ Work campaign. The total annual energy spend for these buildings is currently in the order of €22 million per annum (net of savings). The current annual savings are €5.14 million per annum.

## 2.5 Public Expenditure Reform

### Key Objective from Public Service Reform Plan 2014-16:

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

## Public Expenditure Reform and IGEES

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

The Irish Government Economic and Evaluation Service, or IGEES, was established in 2012. IGEES is an integrated cross-Government service aimed at supporting better policy making and better policy evaluation. IGEES has a particular focus on the role of economics and value for money in policy analysis and its members have greatly enhanced the analytical capacity of the Civil Service.

During 2015, IGEES staff contributed to the formulation of the Budget and Review of Capital Expenditure, supported the National Economic Dialogue and produced a range of analytical and policy papers, some of which are available on the IGEES website. In 2016, IGEES will agree and publish a work programme which will provide more detailed information on the planned work outputs of the new service for the year ahead.

## Value for Money Review Programme for 2015-2017

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

A new round of VFMPR is now underway covering the period 2015-2017. This is aligned with the multi-annual budgetary cycle and the Comprehensive Review of Expenditure process. The current round of reviews covers over 40 areas of expenditure across all sectors. The full list of VFMPRs with an update on progress on each will be published on the IGEES website in the coming months.

## Public Spending Code

Since 2013, a new Public Spending Code has been in place. The Public Spending Code sets out the rules and standards for appraising and evaluating expenditure in all public bodies before, during and after spending. Support for public bodies in implementing Public Spending Code requirements continues to be provided centrally by the Central Expenditure Evaluation Unit in the Department of Public Expenditure and Reform, as well as by IGEES units in the relevant Departments.

Twenty-four training and awareness sessions were delivered by the Central Expenditure Evaluation Unit in 2015. Additional guidance material is being developed to assist Departments in undertaking appraisal and evaluation.

## Performance Budgeting

Performance budgeting is now well established within the budgetary framework, with performance information now included for almost every Vote in the Revised Estimates Volume. This is supporting the Houses of the Oireachtas in implementing the whole of year budgeting process.

IrelandStat is a citizen-focused public service performance information website which has been extended to all Departments during 2015. IrelandStat now contains data for 51 programmes across 14 Vote groups and the data collection process continues.

## Fiscal Transparency

Ireland continues to progress a range of actions to improve fiscal transparency following on from the IMF's 2013 Fiscal Transparency Assessment for Ireland.

The Department of Finance and the Department of Public Expenditure and Reform jointly hosted a National Economic Dialogue in July 2015, as part of the new budgetary framework. It was arranged to promote a genuine, two way dialogue on the available options in the lead up to Budget 2016. The event had an independent chair and representatives of community, voluntary and environmental groups as well as the Opposition, business, unions, rural groups, research institutes, the academic community and the diaspora attended.

In 2015, the Department of Public Expenditure and Reform continued the examination of the move to accrual accounting for Government Departments and Offices. This is being considered in the context of the Financial Management Shared Service project and in line with developments at EU level around the future implementation of harmonised accounting standards.

# A Focus on Efficiency since 2011



Sick Leave Reform

Procurement Transformation

Agency Rationalisation

Defence Force Reorganisation

MyPay

Local Government Restructuring

Public Spending Code

Agriculture Office Reorganisation

Comprehensive Review of Expenditure

Property Rationalisation

Additional Working Hours

Peoplepoint

Paybill reductions

Medium Term Expenditure Framework

Health Business Services

Delegated Approach to Staffing

ETB Shared Services

State Property Register

Performance Budgeting

Office of Government Procurement

Property Management Delivery Plan

Payroll Shared Service



## Section Three: A Focus on Openness, Transparency and Accountability

The importance of rebuilding public trust in Government and public services is recognised in the Public Service Reform Plan 2014-16. The Public Service needs to be more open to citizens and to engage more effectively with them in order to achieve improved outcomes. Public information needs to be more accessible and processes more transparent.

This section sets out progress in strengthening the focus on openness, transparency and accountability. It brings together a selection of examples from across the Public Service to illustrate how the implementation of cross-cutting themes, as well as initiatives in individual organisations and sectors, are delivering improvements in this area.

### 3.1 Government and Legislative Reform

#### Key Objective from Public Service Reform Plan 2014-16:

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

#### Open Government Partnership

Ireland became a full member of the Open Government Partnership (OGP) in July 2014, reaffirming Ireland's commitment to Governmental transparency and reform. Throughout 2015, work continued on implementing Ireland's first OGP Action Plan. The Independent Review Mechanism of the OGP Plan reported positive findings in its review published in February 2016. In particular, the report found that of a total of 30 actions in the Plan, 23 have already

been substantially advanced or fully completed at the mid-way point in the Plan's implementation.

#### Open Data and Data Sharing

The Open Data initiative forms a core element of Ireland's OGP Plan. The national portal [www.data.gov.ie](http://www.data.gov.ie) provides a searchable website for Open Data, together with a number of reports supporting the Open Data Initiative. Best practice standards have been developed, in the form of a Technical Framework to underpin the publication of

datasets on the Open Data portal, and are available on the portal. Significant progress is being made under the Open Data Initiative, with an increasing number of datasets – across 14 categories – being published that comply with the Technical Framework. Currently, 1,314 datasets from 85 public bodies are available on the portal.

The Open Data Governance Board was established in October 2015 and has been mandated by the Government to lead and drive implementation of Open Data in Ireland. The priority now is to increase the number of datasets on the portal and to ensure datasets are of high quality in line with the Technical Framework.

The General Scheme of a Bill on Data Sharing and Governance has been approved by Government and legal drafting of the Bill is expected to commence shortly.

The Department of Public Expenditure and Reform transposed an amending Directive on Re-use of Public Sector Information (PSI), which reforms the regime on access to Public Sector Information in a number of respects.

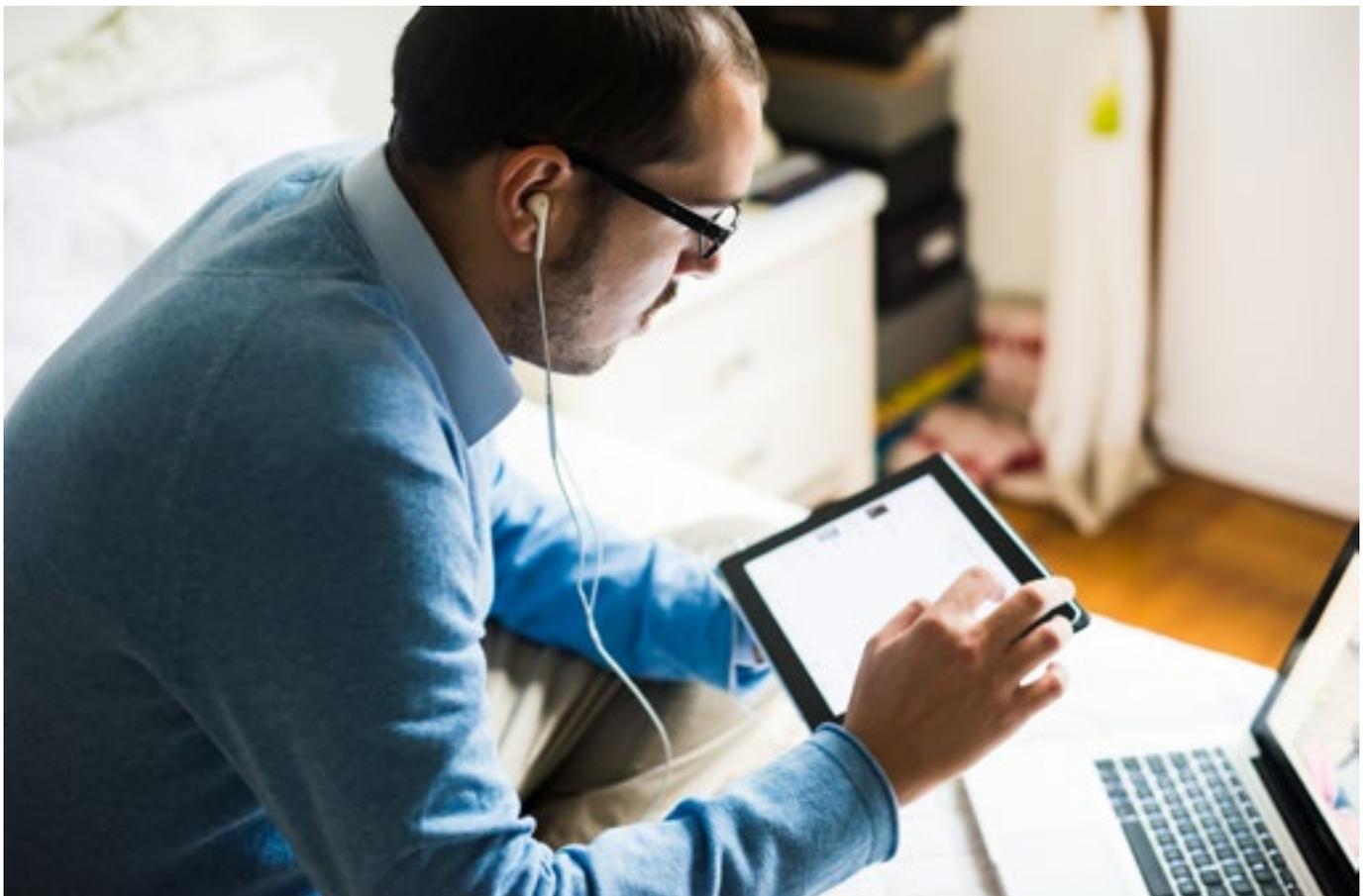
## Openness and Transparency

A key goal of the Freedom of Information Act, 2014 is to make information more accessible. To this end, following public consultation, a Model Publication Scheme was published in October 2015. Public bodies are required to put their own publication schemes in place by April 2016 in conformity with the Model Scheme, thus providing for a more proactive publication of information held by FOI bodies.

As new public bodies are established, they will automatically be subject to FOI unless they

are specifically exempt by order made by the Minister for Public Expenditure and Reform. The Minister may also prescribe certain other types of entities, including private entities that receive public funding, as being wholly or partly subject to FOI. The FOI Act was extended to 66 new bodies in 2015.

In November 2014, the Minister for Public Expenditure and Reform issued new guidelines on State Board appointments, with a view to increasing openness in the overall process and transparency in the selection of appointees. Under these new arrangements, a total of 2016 appointments have been made on 53 State Boards since November 2014. As of the end of 2015, 45% of appointments under the process are women, thereby meeting a target set by Government as far back as 1993 (that 30% of applications came from women).



## Ethics, transparency and oversight

The Public Sector Standards Bill, 2015 was published in December 2015. The purpose of the Bill is to enhance the existing framework for identifying, disclosing and managing conflicts of interest and minimising corruption risks across the public sector. In doing so, it will promote and support ethical conduct.

The Regulation of Lobbying Act, 2015 commenced on 1 September, 2015. The Act does not aim to prevent or inhibit lobbying but rather seeks to make the process more transparent. The Standards in Public Office Commission is responsible for maintaining the online register of lobbyists and it requires lobbying activities to be updated at regular intervals through each year.

The Statute Law Revision Act, 2015 was signed into law in July 2015. This Act revokes 5782

pre-independence Government Proclamations, Directions and Orders made prior to 1821. The Statute Law Revision Bill, 2016 was published on 25 January, 2016 and, once enacted, it will repeal spent and obsolete Public General Acts from between 1922-1950 (294 Acts in total). It is the sixth Statute Law Revision Act produced by the Statute Law Revision Programme, which has to date seen the review of 72,000 laws and the repeal of over 60,000.

## Giving citizens a voice

The *National Strategy on Children and Young People's Participation in Decision-making (2015-2020)*, the first Strategy of its kind, was published by the Department of Children and Youth Affairs in 2015. This Strategy commits to children and young people having a voice in their individual and collective everyday lives. This cross-government strategy is guided and influenced by the UN Convention

on the Rights of the Child and contains commitments by a wide range of Government Departments and agencies in the Action Plan which accompanies the Strategy. To inform the development of the Strategy, a broad ranging consultative and evidence-based approach took place, which included a national consultation with 66,700 children and young people.

Action 22 of the Civil Service Renewal Plan includes a commitment to develop more open approaches to policy-making by involving greater external participation and consultation in policy development. Departments hosted 21 Open Policy Debates in 2015 on a range of policy themes with participation from experts and other policy interests. For example, the Department of Defence convened an Open Policy Debate in advance of completion of the White Paper on Defence. The audience comprised representatives from the



political system, from Government Departments, from Irish and international think tanks and academic institutions, international organisations including EU, UN, NATO and other interested parties.

Public Participation Networks (PPN) were established in each Local Government area in 2015. They are organised according to social, environmental or community interests and have a participative role at both County / City level and

Municipal District level. Each PPN has representation on the Local Community and Development Committee, the Strategic Policy Committees of the local authority and other local bodies.

## 3.2 Performance and Accountability

### Key Objective from Public Service Reform Plan 2014-16:

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

### Civil Service

The Civil Service Renewal Plan sets out arrangements for enhanced governance and accountability in the Civil Service. It also sets out a vision to provide a world-class service to the State and to the people of Ireland and affirms the values of the Civil Service including a culture of accountability, efficiency and value for money.

Underscoring these values, and to further the process of restoring public trust and confidence in the administrative system, a number of measures have been introduced in the Civil Service.

For the first time, an Accountability Board to strengthen accountability and performance across the Civil Service has been established. The Board is chaired by the Taoiseach and balanced with ministerial, Civil Service and independent external members who bring an external perspective to the role of the Board. The Board focuses on a limited number of priority items to provide oversight of the capacity and capability of the Civil Service to deliver, including performance management for Secretaries General and the implementation of cross-cutting priorities set by the Government. The Board held its first meeting in July 2015 and its minutes are published on the

Department of Public Expenditure and Reform website.

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

A Corporate Governance Standard for the Civil Service was published in November 2015. It sets out a summary of good governance principles, and an adaptable Governance Framework, including provisions to be used in documenting each Department's / Office's own governance arrangements. The Governance Standard requires Departments and Offices, for the first time, to document and publish their governance arrangements in accordance with the principles set out. These arrangements set out how a Department / Office does its business, and why it does its business in the way it does and

will be published in individual Governance Frameworks by the end of April 2016.

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

### Local Government

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

NOAC has a broad ranging remit that extends to any function performed by a Local Government body. In 2015, NOAC published the 2014 Report on Performance Indicators in Local Authorities; a report on NOAC's review of the adequacy of Local Authority Corporate Plans 2015-2019; and



the outcome of a local authority housing tenant experience and satisfaction survey. During 2015, reviews commenced on the maintenance and management of local authority housing stock; local authority performance of their statutory functions in relation to the private rented sector; and aspects of the work of Local Enterprise Offices within local authorities.

## Education Sector

An objective of the Higher Education Strategy is to ensure that the higher education system becomes more performance oriented, more flexible and more responsive. Implementation of the Higher Education Strategy is ongoing and involves the development of a new system of governance and a new performance framework to increase accountability of autonomous higher education institutions (HEIs) to enhance the performance and quality of educational provision throughout the system as a whole for the benefit of all.

The Systems Performance Framework 2014-2016 provides the basis for individual HEIs to tailor their strategic direction and to enable the agreement of

performance parameters between the HEIs and the Higher Education Authority (HEA). A process of strategic dialogue was completed in Q1 2015 and all HEIs currently have an agreed compact with the HEA. Performance funding allocations for 2016 were decided in Q4 2015, based on performance against the compacts agreed with the HEIs.

In the Further Education and Training (FET) sector, a new funding model based on performance levels is being implemented through the agreement of annual Further Education and Training Service Plans between SOLAS and the ETBs. The first Service Plan was published for 2014 and the model was further developed and improved for 2015. Alongside the development of the 2016 Service Plan, a new performance approach is being piloted by SOLAS with 3 Education and Training Boards, based around the agreement of a series of 'strategic expectations' with an accompanying implementation plan and quarterly reporting. SOLAS is also evaluating each of the overall FET expenditure programmes, with the review of the PLC programme due for publication before the summer.

## Health

In the Health Sector, an Accountability Framework was approved by the HSE Directorate and published in the National Service Plan 2015. This provides a level of clarity and transparency to the process of accountability which has not been there in the past.

A National Performance Oversight Group has been established and is in operation since December 2014. Performance Agreements have been signed and are in place with all Hospital Group CEOs and Chief Officers of Community Healthcare Organisations. An external review of the Performance Accountability Framework was completed in November 2015 and concluded that the Accountability Framework is well structured and understood. It makes 12 recommendations on how it could have greater impact in 2016 both for service improvement and for better value.

## Justice

A comprehensive reform programme is underway in respect of policing and the operation of the criminal justice system. Key elements include the establishment of an independent Policing Authority on 1 January, 2016, which will provide oversight of all aspects of the delivery of policing services by An Garda Síochána.

A number of further reform measures have also been advanced including the strengthening of the powers and remit of the Garda Síochána Ombudsman Commission (GSOC) in relation to complaints, investigations and other procedures and the Garda Inspectorate.

# A Focus on Openness and Accountability since 2011



Regulation of  
Lobbying

Ethics  
Legislation

Public  
Participation  
Networks

Freedom of  
Information

Corporate  
Governance  
Standard

Protection of  
Whistleblowers

Civil Service  
Accountability  
Board

Open  
Government  
Partnership

Local  
Government  
Reform

Ombudsman  
remit extension

Policing  
Authority

Health  
Accountability  
Framework

Oireachtas  
Inquiries

National  
Oversight  
and Audit  
Commission

Statute Law  
Revision

Higher  
Education  
Strategy

State Board  
Appointments



# Section Four: Leadership, Renewal and Organisational Reform

This section outlines some of the progress in strengthening leadership and human resource management in the Civil and Public Service. It also sets out some major sectoral and organisational reforms, which are contributing to the overall Public Service Reform Plan objective of Better Outcomes.

The Civil Service Renewal Plan, published in October 2014, is a significant driver of reform in this area and a number of examples of reforms being implemented under this Plan are set out here. While the Renewal Plan provides a framework for the reforms underway in Government Departments and Offices, it also serves as a guide to how the broader Public Service will achieve an improved focus on leadership, capacity building and human resource management.

## 4.1 Leadership

### Key Objective from Public Service Reform Plan 2014-16:

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

### Civil Service Management Board

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

The Board also has collective responsibility for implementing all of the actions in the Civil Service Renewal Plan and all CSMB members lead on specific actions in the Plan. The Secretary General to the Government chairs the Board and its membership comprises of Secretaries General of all Government Departments and Heads of major Offices. The Board met monthly throughout 2015 and minutes of their meetings are published on the website of the Department of Public Expenditure and Reform.

## Senior Public Service

The Senior Public Service (SPS) was established in 2011 and continues to strengthen the senior management and leadership capacity of the Public Service and facilitate increased mobility across the Public Service. Measures that have been progressed to further the aims of the SPS include a review of the competency framework for Assistant Secretaries, the introduction of a successful executive coaching programme, the development of a mobility protocol to support lateral mobility at Assistant Secretary level, provision of networking opportunities and the roll out of training programmes to develop specific skills, e.g. communications courses.

There is a continued focus on the strengthening of the senior management cohort in line with broader actions being developed for the Civil Service as a whole under the Civil Service Renewal Plan. Measures being further progressed include the design and implementation of robust performance management processes for Secretaries General and Assistant Secretaries. In this regard, the first performance review process for Secretaries General was approved and launched in January 2016. An enhanced performance review process for Assistant Secretaries has also been developed – this was piloted by four Government Departments in late 2015 before launching in January 2016.

Work has also commenced to introduce structured and transparent talent management programmes for senior civil servants, in addition to the development of a Talent Management Framework for other grades. This will support the development of the skills that

senior leaders require to support policy making and to lead their organisations effectively.

Work has continued to increase female participation at senior levels in the Civil Service. A pilot mentoring and leadership development programme to increase the number of women in the top decision making levels of the Civil Service has been undertaken by the Department of Justice and Equality. The pilot was cross-Departmental with female Principal Officers participating from 16 Government Departments. The participants received executive coaching, mentoring and leadership development training which was focused at the competencies required at the Assistant Secretary grade. This type of initiative is complemented by others at organisational level, for example, the Department of Agriculture, Food and the Marine developed its own female leadership programme in 2015.

## Other sectors

The Centre for School Leadership (CSL) was launched in 2015 by the Department of Education and Skills, in partnership with the Irish Primary Principals Network, the National Association of Principals and Deputy Principals and the Professional Development Services for Teachers. The CSL will be responsible for the delivery of the continuum of professional development for school leaders, from pre-appointment training and induction of newly appointed principals, to continuing professional development throughout careers. The CSL will have many benefits for the profession in terms of the quality of training programmes, coordination of provision and increased accessibility.

A new B.Sc in Police Leadership and Governance, developed by An Garda Síochána in conjunction with University College Dublin, commenced in September 2015. The programme, aimed at middle and senior managers, is designed to focus on strategic management practices within An Garda Síochána. In addition, the Garda Authorities collaborated with both Dublin City University and the University of Limerick to provide 15 places for its members on a number of Masters level programmes including their Executive MBA Programmes.

The Local Government sector also recognises the importance of continuous development of the leadership capability. On an annual basis, the Local Government Management Agency sponsors 4 senior personnel including Chief Executives to attend the Programme for Senior Executives in State and Local Government run by the JFK School of Government in Harvard.

As part of their People Strategy 2015-2018, the Health Service Executive (HSE) is developing models of shared and distributed leadership, to nurture a strong culture of engagement and team working, and to inspire staff at all levels to deliver high quality safe services.

The HSE has already started its first multi leadership development programme for clinicians and has created facilitated team development services for newly appointed senior management. A third cohort has commenced the future leadership development programme, the Senior/Executive Leadership Development Programme is continuing and the unlocking Leadership Development Programme has been set up.



## 4.2 Human Resource Management Reform

### Key Objective from Public Service Reform Plan 2014-16:

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

### Recruitment and Promotion

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

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

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

### Learning and Development

Across the Civil Service, Learning and Development (L&D) Strategies, aligned to the business needs of the respective Government Department, are being implemented and these play a crucial role in supporting organisations through change. Some of these strategies and associated L&D programmes, including for example from the Department of Finance, have received awards from organisations such as the Irish Institute of Training and Development.

Work is also continuing to implement a new shared model for learning and development across the Civil Service to support civil servants and facilitate continuous professional development, in line with Action 9 of the Civil Service Renewal Plan.

## Graduate Development Programmes

A pilot Civil Service Graduate Development Programme was introduced in 2015 to support newly appointed Administrative Officers and Junior Diplomats in developing their career within the Civil Service. There are currently 82 participants from 18 Departments and Offices on the programme. The programme focuses on both professional and personal development. It blends formal training with on the job learning and seeks to develop a broad range of skills, including project management, policy analysis, negotiation, and leadership. A mid-point review of the pilot was conducted and feedback was very positive and the second programme will begin later this year.

In 2015, the Local Government sector appointed 119 staff through its Graduate Recruitment Programme. These entrants were recruited under five skills areas: economic, enterprise and business development; communications and marketing; project and programme management; innovation strategy and change management; and HR management.

## Workplace policies

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

in turn, informs Civil Service HR policy making in areas such as recruitment, learning and development, mobility and equality initiatives.

The Department of Public Expenditure and Reform is supporting the ongoing development of workforce planning through the provision of supports such as guidelines, templates, training, networks etc. Workforce planning forms a key strand in the development of Strategic HR policy across the Civil Service.

Action 15 of the Civil Service Renewal Plan includes a commitment to extend mobility over time to provide additional development opportunities and enable greater mobility across the Civil and Public Service. Building on the Assistant Secretary and Principal Officer Mobility schemes that are now in place, development work on a model for interdepartmental lateral mobility is continuing.

Redeployment operates through a Resource Panel system, which is managed by the Public Appointments Service for the Civil Service and Non-Commercial State Sponsored Bodies under their aegis. It also manages cross-sectoral assignments where necessary. To date, over 12,000 staff have been redeployed across the Public Service.

## Sick Leave

A new Public Service Sick Leave Scheme for the majority of the Public Service was introduced in 2014. Its aim was to reduce the cost and incidence of sick leave for the Public Service by substantially reducing the period of time for which paid sick leave is available. The new scheme has already had a significant impact across the Public Service as a whole. For example,

the cost of sick leave across the Public Service is estimated at €319.3 million for 2014; a decrease of almost 14% on 2013. As a result, there were an additional 260,000 days approximately worked by public servants in 2014 in comparison to 2013.

A review of the Public Service Sick Leave Scheme is currently underway to evaluate the effectiveness of the Scheme and address any operational difficulties and issues which may have arisen following its introduction.

## Performance Management

Under Action 11 of the Civil Service Renewal Plan to strengthen the performance management process, the current five-point PMDS rating system in the Civil Service has been replaced with a two-point system. The new ratings system will apply for the 2016 PMDS cycle and performance will now be evaluated on whether or not the jobholder has performed to a satisfactory level. Performance Management is also being strengthened across the wider Public Service.

The Civil Service Renewal Plan also provides for the strengthening of the Disciplinary Code to enable managers to take more effective and decisive action as required to tackle underperformance including exits. A new Disciplinary Code and Underperformance Policy has been developed which will make it clear what steps need to be taken when addressing underperformance and disciplinary matters. The introduction of the new Code and Policy will be underpinned by a change management strategy aimed to support managers in the roll out which will take place in 2016. The Civil Service Regulation Acts, 1956-2005 and the Public Service Management Act, 1997 will

also be amended to provide that responsibility for disciplinary action, up to and including dismissal, can be assigned below the head of each organisation.

## Staff Engagement

In September 2015, the first Civil Service wide employee engagement survey was carried out. The survey asked civil servants 112 questions about their views on working in the Civil Service. Over 15,500 Irish civil servants worldwide took part, providing their views on areas like employee engagement, well-being, coping with change and commitment to the organisation. The results are positive, overall Employee Engagement is high at 70% and civil servants are highly engaged, competent and resilient employees. This result compares

well internationally and the survey provides valuable information to leaders within the Civil Service to effect change based on sound analysis.

In April 2015, the HSE published the results of its first employee engagement survey. This comprehensive survey was conducted to seek the views of employees about what it's like to work in the Irish health services. At a glance, the survey shows that the HSE have a motivated and enthusiastic workforce, who have reasonable satisfaction levels with their job but some are lacking optimism about their own future in the health services. The findings from the Survey informed the development of a Staff Engagement Improvement Plan which was completed in July 2015.

## Civil Service Excellence and Innovation Awards

The first ever Civil Service Excellence and Innovation Awards were held in December 2015. The Awards are a new annual event to recognise achievements and showcase innovations in policy and service delivery across the Civil Service. 94 projects were submitted, showcasing the diversity and quality of work carried out by the Civil Service from which 32 projects were shortlisted. The awards were presented to the 10 winning teams by the Taoiseach and the Minister for Public Expenditure and Reform. Details of the award winners are set out in the Appendix.

## 4.3 Sectoral and Organisational Reforms

### Key Objective from Public Service Reform Plan 2014-16:

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

### Rationalisation of State Bodies

The programme of rationalisation of State Bodies has been substantially achieved, with more than 90% of the bodies to be merged or rationalised now completed, resulting in a more streamlined administrative landscape. There are 176 fewer State Bodies operating in the Public Service as a result of the programme, with a further reduction of 5 due once necessary legislation is enacted.

Recurring annual savings of over €15 million are accruing to the Exchequer, with a further €2.8 million in once-off revenue arising from the disposal of property. Further annual savings of €9 million will be achieved by

2018, as the full year efficiency savings from some of the measures are realised. In addition, about €40 million of annual savings will accrue to the local authority sector on foot of the reform and rationalisation of the local authority structures which took effect in May 2014.

Agency rationalisations completed in 2015 include the merger of the National Roads Authority (NRA) and the Railway Procurement Agency (RPA) to form Transport Infrastructure Ireland (TII). TII will benefit from combining the technical expertise and experience available in the NRA and RPA. It is anticipated that the merger will deliver a net cost saving of €3.4 million in the combined

administrative budgets by the end of Year 3 of the merger.

Sport Ireland, which merged the Irish Sports Council and the National Sports Campus Development Authority, was established in October 2015. Sport Ireland is now the statutory agency for sport with a specific remit for high performance sport. The creation of the new agency advances the vision of a sustainable Irish system for Irish athletes largely based at the National Sports Campus in Abbotstown.

### Sectoral and Organisational Improvements

The White Paper on Defence, which established Ireland's defence policy framework for the next decade as a whole of Government approach, was published in 2015. Amongst other things, the White

Paper sets out the defence policy response to security challenges, including the defence contribution to international peace and security. It makes provision for a new system of fixed cycle reviews of defence requirements to ensure a flexible and adaptable response across Government. The White Paper also explores several new initiatives for Defence, including an Institute for Peace Support and Leadership training and a proposal for a new employment support scheme aimed at people in the 18-24 age group.

The majority of the provisions of the Local Government Reform Act, 2014 commenced in June 2014, activating a range of very significant changes to the Local Government system. In summary, the number of local authorities has been reduced from 114 to 31, the number of councillors now stands at 949 compared with a previous membership of 1,627, 80 town councils have been dissolved, 95 municipal districts has been established covering all counties (except the three Dublin County Councils and the cities of

Dublin, Cork and Galway) and 8 regional authorities and 2 regional assemblies have been replaced by 3 regional assemblies. A review of the operation of the new system commenced in 2015 and will consider whether any changes are needed to the operation of the new structures and arrangements.

Significant progress has been made in relation to the civilianisation of immigration functions currently undertaken by members of An Garda Síochána and, in June 2015, Immigration Officers from the Irish Naturalisation and Immigration Service (INIS) took on full 24/7 responsibility for passport checks at Terminal 1 in Dublin Airport. The transfer of functions at Terminal 2 is a priority for 2016. These changes result in the release of Gardaí for redeployment to operational duties.

A major reform programme has been implemented by the Courts Service in recent years, delivering significant savings, and improved productivity and efficiency. Initiatives progressed include: the implementation of combined Circuit Court and District Court offices and

the rationalisation of stand-alone court offices; the rationalisation of the Regional Management Structure; a streamlining of court procedures and processes; more effective contract and procurement management; proactive management of court fees; and support for the new Court of Appeal. In addition, the review of the delivery of services is ongoing and the Report of the Working Group on Efficiency Measures in the Criminal Justice System – Circuit and District Courts 2013-2014 was published in December 2015.

School self-evaluation (SSE) was introduced in primary and post primary schools in 2012, as an element of quality assurance in encouraging and supporting schools to build capacity and take more responsibility for the quality of provision. The SSE Guidelines articulate a clear set of standards for teaching and learning in schools and focus on improving outcomes for the learner, within an overarching school improvement objective. All primary and post-primary schools now engage in





self-evaluation each year and develop action plans to build on their strengths and address areas for improvement. A new set of SSE guidelines, setting out a draft quality framework for leadership and management, will be finalised in 2016.

The final phase of the Workplace Relations Reform Programme was implemented with effect from 1 October, 2015. This represents the biggest reform to the State's employment rights and industrial relations machinery in 70 years. The reforms, which provide modern and flexible workplace relations institutions, saw the existing five employment rights bodies merged into two bodies – the Workplace Relations Commission (WRC) and the Labour Court. A significant level of streamlining, realignment and business process redesign has been carried out within the new WRC to meet the requirements of customers and stakeholders. This includes the replacement of 33 first instance complaint forms with

a single form, a single portal of contact for information, complaints, claims and referrals, and an Early Resolution Service as an alternative to formal hearings.

Intreo, the new integrated service for all employment and income supports, was launched by the Department of Social Protection in October 2012. Roll out of all sixty Intreo centres nationwide was completed in 2015 and there has been significant consolidation and rationalisation at a local level. This also facilitated the restructuring and closing of some 460 Community Welfare Service satellite clinics by end 2015, while ensuring continuity of service. In total, the Department has achieved a reduction in operations from 988 locations in 2012 to 334 locations in 2015. The One DSP Changing Together programme, which commenced in 2014, continues to focus on building an organisation with a common identity, common values and a shared culture.

The WorkSmart initiative in the Department of Transport, Tourism and Sport is supporting efficient information sharing and is underpinning more effective collaboration across the Department through the introduction of electronic systems to manage Ministerial Correspondence, Parliamentary Questions and submissions to senior management and Ministers.

The Department of Agriculture, Marine and Food's design and delivery of 20 new schemes across direct payments and rural development areas of the Common Agriculture Policy (CAP) led to the payment of over €1 billion in 2015 to farmers. Ireland has led other Member States in implementing the new CAP and was the first country in Europe to make payments to its farmers in 2015.

In 2015, an agreement was signed between the Department of Finance and the Economic and Social Research Institute (ESRI) on a research programme covering

macroeconomic and taxation issues. Under this agreement, the objective of which is to undertake and disseminate research on various macroeconomic and taxation issues in Ireland, researchers from the ESRI will work alongside officials from the Department on various research projects. The programme will run for two years in an innovation that builds on the ESRI's proven economic research capability and the Department's commitment to enhance its capacity for evidence-based policy analysis.

In 2015, the Department of Finance codified a Governance Framework for the Department. The objective was to produce a concise organisational specific Governance Framework that provides a clear and comprehensive summary of the principal aspects of corporate governance within the Department. This helped inform the development

of a Corporate Governance Standard for the Civil Service, as part of Action 3 of the Civil Service Renewal Plan.

The development of a Quality Management Framework in the Central Statistics Office is an extensive and long-term programme of activities, which will ensure that statistical production meets the highest standards as regards quality and efficiency. The Quality Management Framework (QMF) project began its work in 2013 to develop an office-wide approach to: designing quality at the outset; controlling for quality during business operations; and establishing key metrics to measure quality statistical processing. Work to develop and test recommendations was completed in 2015 and a new area has been established within the Office with responsibility for implementation of the recommendations.

The Shared Incident Logging and Analysis System (SILAS) went live in 2015. SILAS is a single call and incident logging system sharing real-time information across the Irish Coast Guard's three Rescue Coordination Centres, designed to boost the organisation's incident management and Search and Rescue functions. It provides unprecedented support to incident responses through live resource tracking, information logging and tasking capabilities. It also delivers improved reporting capabilities across all categories of incidents. This ensures the Irish Coast Guard's operations are adapted for the future by delivering the most effective use of resources through better information management.





## Collaboration between Departments

The coordination mechanism employed by the Department of the Taoiseach, in conjunction with the Department of Jobs, Enterprise and Innovation, to drive delivery of the Action Plan for Jobs ensured high-level political buy-in and oversight; whole-of-government engagement; and the establishment of quarterly targets underpinned by a robust monitoring system. A central communications function (#allaboutjobs) has helped to ensure a user-centric, innovative whole-of-government approach to inform business and potential employees of the range of supports and new developments. The Action Plan for Jobs has made a significant contribution to job creation and reducing unemployment with 135,000 new jobs created by end 2015.

Interagency co-operation in the Justice sector is being progressed through the development and implementation of joint strategies such as the Joint Probation Service and Irish Prison Service Strategy. Examples of joint initiatives implemented include the highly successful Community Return Programme which is an incentivised scheme for earned temporary release for suitable offenders serving sentences from 1-8 years. The scheme started in 2011 and to date in excess of 1,650 prisoners have participated with over 1,330 successfully completing it. In addition, over 900 prisoners have successfully participated in the Community Support Scheme which addresses the recidivism levels of those serving sentences of under 12 months from certain catchment areas.

The Department of Social Protection has extended the range of services it provides to other Departments and agencies. This includes a payment service to women who worked in the Magdalen laundries on behalf of the Department of Justice and Equality; the administration and payment of the Water Conservation Grant to some 886,000 householders on behalf of the Department of the Environment, Community and Local Government, a data sharing web service to support Student Universal Support Ireland in processing some 110,000 DSP related student grant applications and a data sharing web service providing means data, payment details and other personal data on an individual basis to South Dublin County Council.

Revenue has expanded the capacity of its Data Centre and now hosts core computer equipment for 33 Public Service Bodies. This work facilitates sharing public infrastructure and technical expertise with many smaller agencies which lack deep ICT capability without compromising security, privacy and independence. It also provides greater efficiencies, reduces outsourcing costs and reduces the use and fit-out of expensive office space for computer rooms.

## Organisational Capability

Action 20 in the Civil Service Renewal Plan provides for the development of a programme of Organisational Capability Reviews. The objective of the reviews is to assess how well Government Departments are equipped to develop and deliver policy and strategies to meet today's delivery objectives and future challenges and to recommend practical actions to improve this on a phased

basis. The model for the reviews was developed in 2015 and the new programme of Organisational Capability Reviews will commence in 2016.

## 4.4 Delivery of Reform

### Key Objective from Public Service Reform Plan 2014-16:

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

### Governance

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

Progress on the implementation of the cross-cutting actions in the Public Service Reform Plan is overseen and coordinated by the Reform and Delivery Office (RDO) in the Department of Public Expenditure and Reform, with quarterly reporting on all 230 actions. The RDO also supports the central governance model that leads the implementation of the reform programme.

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

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

### Planning and reporting

Integrated Reform Delivery Plans for 2015 were completed by all Departments and major Offices early in 2015. These plans set out how those organisations would implement the cross-cutting reforms set out in the Public Service Reform Plan, alongside sector-specific reforms and actions under the Haddington Road Agreement. The main sectors typically report on progress on the implementation of these plans at the end of each quarter, while all other Departments and major Offices report on progress every six months. The end-year reports on the 2015 plans have informed the development of this overall report.

Departments and Offices have also completed new plans for 2016, although these will be subject to revision following the completion of a new Programme for Government.

## Capacity building

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

In 2015, the Reform and Delivery Office organised a number of training programmes in key reform topics, including change management, use of plain language, service design and external service delivery for staff involved in the delivery and implementation of Public Service Reform initiatives. On change management for example, almost 200 middle and senior managers leading the delivery of reform have attended a tailored two day change management course in the last year.

Similarly, the Alternative Models of Service Delivery Unit in the Department of Public Expenditure and Reform is supporting public servants in all sectors in building organisational capacity and capability around the use of alternative models of service delivery. Learning and development interventions have been provided to over 250 public servants involved in service design and delivery. The Unit also publishes its own suite of resources and tools to better enable the use of alternative models of service delivery across the Public Service.



# A Focus on Leadership, Renewal and Organisational Reform since 2011



Senior Public Service

Action Plan for Jobs

Civil Service Management Board

National Risk Assessment

Joint Agency Response to Crime

Transport Infrastructure Ireland

Graduate Development

White Paper on Defence

Sport Ireland

CSO 2020

One DSP Programme

Workforce Planning

Open Recruitment

Performance Management

Staff Engagement

Sick Leave Reform



## Conclusion

This is the fourth progress report on Public Service Reform which has been published since 2011 and the second such report on the Public Service Reform Plan 2014-16. These reports outline the significant progress made in implementing the Public Service Reform programme since the first Public Service Reform Plan was published in late 2011.

This report has focused on setting out just some of the progress in 2015 on the implementation of the cross-cutting reform actions from the Public Service Reform Plan 2014-16. The report complements this with examples of reforms at organisational and sectoral level in 2015 that reflect the key themes of the Reform Plan. Finally, the report briefly reflects some of the progress made since 2011 through the graphics at the end of each of the four main sections.

The final year of the implementation of the current three year Public Service Reform Plan commenced in January 2016, and work is also continuing on implementing the Civil Service Renewal and other sectoral reform programmes.

For the remainder of 2016, the focus will remain firmly on the implementation of the plans that have been set out. In addition, the next phase of the Public Service Reform programme will be determined over the coming year, reflecting the reform priorities in the new Programme for Government.

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

Public Service Reform was a central part of the response to the challenges of recent years. While the economy is recovering, budgets will remain constrained and significant demographic pressures mean that reform of the Public Service should continue to be a priority in 2016 and beyond.

# Appendix

## Civil Service Excellence and Innovation Award Winners

Project Name	Department	Award
Introducing Payroll Shared Services for the Civil Service	Payroll Shared Services Centre – Department of Public Expenditure and Reform	Leading Civil Service Renewal
Introducing METweb for Public Services	Department of the Environment, Community and Local Government	Digital Excellence
Utilising digital geosciences through “Tellus”	Department of Communications, Energy and Natural Resources	Insight and Analysis
Modernising Irish Family Law to achieve social change 2015	Department of Justice and Equality	Excellence in Policy
Delivering a single secure access point for Revenue Customers	Revenue Commissioners	Excellence in Customer Service
Community Return Programme: Enhancing ex-prisoner resettlement into communities	The Probation Service and the Irish Prison Service (Department of Justice and Equality)	Excellence in Innovation
Improving education through the use of technology	Department of Communications, Energy and Natural Resources	Excellence in Skills Development
Facilitating compliance within the building industry	Department of Environment, Community and Local Government	Excellence through Collaboration
The Irish EU Presidency	Department of the Taoiseach – Whole of Government	World Class Civil Service
Establishing “Intreo” – A National Employment and Entitlements Service	Department of Social Protection	Outstanding Contribution

