An Roinn Caiteachais Phoiblí
agus Athchóirithe
Department of Public
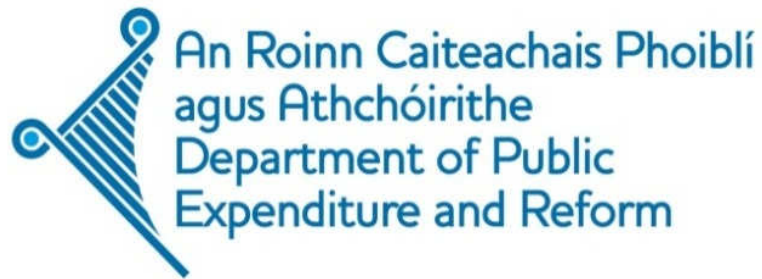Expenditure and Reform

PUBLIC SERVICE REFORM

17th November, 2011

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Contents

Government Statement

Public Service Reform Plan

17th November, 2011

Executive Summary

Citizens and businesses expect a modern Public Service to continually improve and deliver services faster, better and more cost effectively. Innovation, flexibility and the delivery of streamlined services must be at the heart of a reformed Public Service. Ireland has a long and proud tradition of service to the public and the State, and we must build on that to make it easier for citizens to access services and engage with Government. Public services are essential to the functioning of our economy and society. However, it is clear that they must be radically reformed in light of the challenges that we face. This is why this Government is driving forward significant change, underpinned by its historic mandate.

The scale and complexity of the task to place the public finances on a sustainable footing is evident. The challenging fiscal position which we face as a country means that far-reaching reform of the Public Service is essential to ensure that it is customer focused, leaner, more efficient, better integrated and delivering maximum value for money. We are currently borrowing over €1¼ billion every month to pay our ongoing expenses. This excludes any banking related expenditure. We are borrowing from the European Union (EU) / International Monetary Fund (IMF) to continue funding our public services, and pay staff costs, pensions and social welfare benefits.

For this reason, a programme of reform has been ongoing since this Government came to office. We have shown that change must be led from the top and have already:

- reduced the pay of the Taoiseach and Ministers;
- changed Ministerial transport arrangements;
- introduced new pay ceilings for senior public servants;
- reduced the number of Oireachtas Committees;
- published legislation to significantly reduce future Public Service pensions costs;
- reconstituted the Top Level Appointments Commission (TLAC);
- changed the TLAC terms that apply to Secretaries General on retirement; and
- undertaken a Comprehensive Review of Expenditure across all Departments.

Today, alongside our ambitious Public Service Reform Plan, we are announcing:

- this year we are expecting a reduction of some 5,000 in staff numbers across the Public Service to bring the numbers below 300,000 by the end of 2011. New high level targets for each sector will be set out at Budget time. In total, we expect to achieve a planned reduction of 37,500 staff to 282,500 by 2015, from a peak of 320,000 in 2008. When delivered, this will have reduced our gross pay bill by over €2.5 billion (or 15%) since 2008;
- a new and expanded programme of State Agency rationalisation (summarised in Appendix II), which will rationalise 48 such bodies by the end of 2012, with a further 46 to be critically reviewed by June 2012. These measures will deliver enhanced service efficiencies, together with ensuring a more focused and democratically accountable Public Service;
- in light of the budgetary and staffing outlook, the Government has also examined the current position of the Decentralisation programme which was introduced in 2003 and has decided that it should be cancelled. This will mean that 40 projects will be cancelled, 32 others - particularly those where permanent accommodation has been provided - will be left in situ and 22 others are being reviewed. The Government will be making a decision on that review shortly (the details are set out in Appendix III); and
- the Public Service Agreement Implementation Body is separately publishing a summary of progress on the implementation of the Agreement over the last six months, which shows that good progress continues to be made in that regard.

The Public Service Reform Plan addresses a wide range of issues such as:
- implementation of shared services models for HR, payroll, pensions etc;
- evaluation of new business models for the delivery of non-core services;
- reform of public procurement processes and property rationalisation; and
- reducing costs, addressing duplication and eliminating waste to support job creation.

The Comprehensive Review of Expenditure process will set out a key set of objectives and priority areas to be funded. The delivery of these objectives will be supported by the ongoing reform in each Sector, along with an agreed set of cross-cutting reform initiatives. The intent of the cross-cutting initiatives is to reduce duplication and support the delivery of more streamlined services and support structures. These will continue to be enabled by the ongoing progress being made in the implementation of the Public Service Agreement.

At the heart of this reform agenda is a focus on five major commitments to change:
  (i)   Placing customer service at the core of everything we do;
  (ii)   Maximising new and innovative service delivery channels;
  (iii) Radically reducing our costs to drive better value for money;
  (iv) Leading, organising and working in new ways; and
  (v)   Strong focus on implementation and delivery.

The above committments to change are summarised below, with more detailed information presented in Section 3 and in the full Public Service Reform Plan at Appendix I.

(i) Placing Customer Service at the core of everything we do
We are committed to introducing a wide ranging suite of initiatives to improve the citizen's access to and interaction with Government services. The delivery of more streamlined and innovative interactions with citizens will be enabled by embracing new technologies, increasing our online services and increasing integration of support systems across Government. For example:

- The new Public Services Card will facilitate easier access to Government services, with the rollout of the first cards having already commenced;
- The Government is committed to providing the online publication of information on the performance of our key services. Building on the successful Healthstat initiative, we will evaluate the potential for a wider GovStat initiative during 2012; and
- We are implementing a new single awarding authority for student grants including an online application process, leading to greater simplicity, speed and efficiency in the processing of grant applications for more than 72,000 students. This will be launched on a phased basis, commencing in the 2012/2013 academic year.

(ii) Maximising new and innovative service delivery channels
The Public Service has a strong track record of using technology to improve customer service and drive efficiency as demonstrated in services such as Revenue Online, Motor Tax Online and the online payment of Non Principal Private Residence charge. There will be renewed emphasis on use of new innovative technologies to support enhanced customer service channels, to improve information sharing and to reduce transaction costs. For example:

- www.gov.ie which is a central portal to over 300 public services online;
- A range of additional electronic services, including first time voter registration, progressive rollout of "fixyourstreet.ie" and other relevant projects set out in the Reform Plan;
- Improved sharing of data on businesses through the Public Service using Revenue's Business Register, commencing in 2013;
- Piloting the use of Cloud Computing in the Public Service during 2012 in order to evaluate the benefits case for implementation across the Public Service; and
- The delivery of more streamlined and innovative interactions with citizens will also be enabled by embracing new technologies.

(iii) Radically reducing our costs to drive better value for money
The need to reduce public spending and drive greater efficiency is clearly evident and has been committed to. We will relentlessly focus on delivering better value for money through the implementation of Public Service Reform. For example:

- A 23,500 reduction in Public Service numbers by 2015 from end 2010 levels. This is double the previous Government's headcount reduction target;
- There are new business models and opportunities emerging that could support the delivery of a range of our non-core processes or services, where appropriate. We will identify and evaluate these opportunities during 2012;
- With reducing staff numbers, we will seek all opportunities to rationalise our property portfolio, improve our utilisation rates, reduce maintenance costs and raise income through the sale of property assets, where appropriate; and
- We will accelerate the reform of procurement and identify opportunities to consolidate our ICT infrastructure, in particular through the use of data centres.

(iv) Leading, Organising and Working in new ways
Across the Public Service, we will develop new ways of working in the delivery of services. For example:

- We will streamline administrative operations and eliminate duplication through business process improvement and the implementation of shared service models within each sector;
- HR, Payroll and Pensions shared services projects are commencing for the Civil Service with the intention of streamlining operations and removing duplicate activities on a phased basis commencing in 2012 and to be completed by 2015; and
- Sector specific shared services implementation plans will be in place by end Quarter 2, 2012. Initial priority areas have been identified.

(v) Strong focus on implementation and delivery
The success of Public Service Reform is highly dependent on the embedding of a robust approach to delivery. This will involve aligning senior leadership teams across the Public Service around a common plan and set of deliverables. For example:

- A Cabinet Committee on Public Service Reform has already been established and is actively engaged in leading the Reform Plan;
- A Reform and Delivery Office has been established within the Department of Public Expenditure and Reform to drive implementation and prioritisation;

- The office is led by a Programme Director, recently recruited, with successful experience in implementing large scale restructuring in the private sector to improve customer service and reduce costs; and
- The Senior Public Service has been established to further enhance the leadership skills and performance of our senior people.

Through reform, we will create a Public Service of which we can be proud, delivering flexible and responsive services to our customers. We will embed a strong culture of innovation, change and managed risk across the Public Service. This will be led by a senior leadership team with a relentless focus on service and results and through the effective engagement with our staff on this challenging but inspiring agenda.

1. Strategic Context

We are committed to a major fiscal consolidation to reduce our deficit to a level of 8.6% of GDP in 2012 and to below 3% of GDP by 2015. Future economic growth will only come from a solid and sustainable fiscal position and far reaching Public Service Reform is central to this.

By the end of 2011, the number of public servants will have fallen by some 20,000 since the end of 2008. Overall, by 2015 Public Service numbers are expected to have fallen by 37,500 since 2008 (a reduction of almost 12%).

In the context of these reduced numbers, we need to implement new ways of working and embrace innovative technology to deliver improved customer services. To support this, we have developed this ambitious reform agenda that aligns planned initiatives across each Sector and Department. It is a suite of cross-cutting reforms focused on streamlining structures, processes, performance, ways of working and improving integration across services.

2. Our Overall Approach to Reform

Our approach to Reform aligns a number of key elements, including the Programme for Government, the Comprehensive Review of Expenditure, delivery of reform to frontline services within individual sectors, co-ordinated delivery of key cross-cutting reforms and the Public Service Agreement. Figure 1 below illustrates this integrated approach:

Better Public Services
Programme for Government 2011

Enabled by the Public Service (Croke Park) Agreement

Underpinned By The Comprehensive Review of Expenditure (CRE)

Public Service Reform
Cross Cutting Reform focusing on Government as a whole

Sectoral Reform
e.g. Health, Education, Local Government and Justice

Figure 1: An Integrated Approach to Reform

Sectoral Reform, focusing primarily on frontline services, will continue to be a priority for relevant Government Departments and related organisations. Public Service Reform is complementary, focusing on delivering the necessary structures, processes, ways of working, technologies and capabilities across all of Government. The Reform Plan is a set of cross-cutting initiatives enabling the delivery of quality and cost-effective frontline services to citizens. These initiatives will reduce duplication and support delivery of more streamlined services and support structures.

In the context of limited resources, the Public Service Agreement continues to be a key enabler of change and one that has already delivered important benefits. Details of the

progress being made under the Agreement can be found on the Implementation Body's website (www.implementationbody.gov.ie), including a summary of progress for the most recent reporting period, April to September 2011, published by the Body on 17th November, 2011. It is important that the Agreement plays a central role in the implementation of the ambitious agenda of change which is set out in this Reform Plan.

Earlier this year, we commenced the Comprehensive Review of Expenditure, a root-and-branch examination of every area of public spending, to see how resources could be focused on new priorities, and to see how the business of government could be delivered in new ways. It is clear that there will be less money to go around, and this will have an impact upon the scale of public services that we can provide. This makes far-reaching Public Service Reform even more critical.

3. Five Major Commitments to Change

The Public Service Reform Plan addresses a set of cross-cutting initiatives which are focused on delivering the necessary structures, processes, ways of working, technologies and capabilities across all of Government. Within this context, the following five major committments to change address the need to improve the customer experience and address costs:

1. Placing customer service at the core of everything we do;
2. Maximising new and innovative service delivery channels;
3. Radically reducing our costs to drive better value for money;
4. Leading, organising and working in new ways; and
5. Strong focus on implementation and delivery.

The remainder of this section summarises the five major commitments.

3.1 Place customer service at the core of everything we do

In order to meet the challenge of delivering 'better for less', the Public Service will focus on supporting citizens and businesses where and when they need it most, making the interaction with the State as simple and seamless as possible and improving the customer's experience in engaging with Government. We will focus on enhancing customer service through a range of initiatives, many of which will be at sectoral level e.g. Health, Education, Justice and Local Government and will be set out in the Integrated Reform Delivery Plans for those sectors when finalised. A number of the cross-cutting initiatives are set out below:

- We see significant opportunity for increasing the electronic delivery of services. A new eGovernment strategy will be launched by January 2012 to drive greater innovation in the delivery of customer services to support this;
- We want to improve the experience of customers who access our services. To enable this, we will facilitate easier access to Government services by using the new Public Services Card (PSC). We will begin an examination of how best to do that during 2012;
- It is planned to introduce a central system that will provide a single view of customer identity based on the exisiting Public Service Identity dataset. This will support improved service provision across key services and will be rolled out during 2012;

- There is a need for improved openness and transparency in the delivery of public services. Building on the successful HealthStat initiative, we will evaluate the potential for a wider GovStat initiative during 2012. We will also strengthen the Freedom of Information Act during 2012;
- We will improve communications and engagement with customers, by greater utilisation of the Customer Charter initiative, customer satisfaction surveys and other feedback channels;
- In line with the Programme for Government, we will place resources in the hands of citizens to acquire services that are tailored to better suit their needs and less expensive for the taxpayer. Where appropriate, policies will be implemented to ensure that money follows the citizen in the relevant sectors;
- We will implement a Basic Payment Account, commencing with a pilot implementation in 2012. This is a transaction account designed to meet the needs of specific customer groups (including those currently without bank accounts), providing reduced transaction costs for the Public Service;
- The Special Delivery Unit in the Health Sector is working to reduce hospital waiting times by improving the experience of patients presenting at Emergency Departments and by streamlining waiting lists; and
- In the Justice Sector, the number of court venues is being rationalised allowing the courts to consider more cases faster, thus speeding up justice for the citizen.

3.2 Maximise new and innovative service delivery channels

The Public Service has a strong track record of using technology to improve service and drive efficiency as demonstrated in services such as Revenue Online, Motor Tax payments and online payment of the Non Principal Private Residence (NPPR) charge. There will be renewed emphasis on the use of innovative technologies to support enhanced customer service, to improve information sharing and to reduce transaction costs across the Public Service. We are committed to enhancing Ireland's reputation as a leader in Europe for eGovernment services. A number of key initiatives are highlighted below:

- The implementation of new technology and innovative services will be prioritised, through developing and launching the aforementioned eGovernment strategy across the Public Service by January 2012;
- We will improve the sharing of data across Government to reduce costs and enhance customer service. For example, the introduction by 2013 of a common vocabulary for identifying businesses using Revenue's Business Register;
- A range of additional electronic services will be evaluated and delivered over the course of the plan, including first time voter registration, progressive rollout of "fixyourstreet.ie" and other relevant projects set out in the Reform Plan;
- We will pilot the use of Cloud Computing in the Public Service during 2012. This approach will enable the benefits case for implementation across the Public Service to be determined; and
- There will be streamlined processes and systems for applying for and awarding of student grants with the establishment of a single awarding authority for student grants.

3.3 Radically reduce our cost base to drive better value for money

The need to reduce public spending and drive greater efficiencies is clearly evident and has been committed to. We will radically reduce our costs across the Public Service through a portfolio of initiatives, a number of which are summarised below:

- We will reduce the total number of Public Service employees by some 23,500 by 2015 compared to the total number at the end of 2010. By 2015, Public Service numbers are expected to have fallen by 37,500 since 2008 (a reduction of almost 12%). When delivered, this will have reduced our gross pay bill by over €2.5 billion (or 15%) since 2008;
- There are new business models and opportunities emerging that could support the delivery of a range of our non-core processes or services, where appropriate. We will identify and evaluate these opportunities during 2012;
- Building on already developed initiatives in procurement reform with 45 national frameworks in place to date, we will implement further initiatives in enforcement, performance measurement, mandated use of common frameworks, increased professionalism, greater use of category management and more innovative use of technology;
- We intend to realise significant savings in our property costs, particularly through leasehold and maintenance arrangements. We will also raise additional capital income through the sale of excess property assets, at the appropriate time;
- There will be further rationalisation and reorganisation of public bodies and specific functions within these bodies. This will include, for example, the Vocational Education Committee (VEC) rationalisation programme, where 33 VECs will be amalgamated into 16 Education and Training Boards (ETBs);
- The Local Government Implementation Group is tasked with delivery of the recommendations, reforms and associated benefits of the Local Government Efficiency Review report. The first implementation review report outlining progress to date will be published in November 2011;
- We will further rationalise the number of State Agencies and Departmental bodies to streamline service delivery, increase democratic accountability and secure €20 million in enhanced service efficiencies and value-for-money as outlined in Appendix II. In addition, we will implement a new governance and performance management approach for State Agencies, including the use of more meaningful performance indicators and the institution of robust service delivery agreements between parent Departments and agencies;
- We see the opportunity to reduce costs through appropriate consolidation of our technology infrastructure at local and regional levels across the Public Service;
- The increased take up of electronic services and self service facilities will reduce the costs of service provision and free up staff for redeployment that are currently engaged in these processes;
- We will continue to embed a strong focus and culture of business process improvement across the Public Service to review opportunities to address non value adding activities, including a reduction in duplication and related costs; and
- Performance Budgeting will be implemented across all Government Departments by January 2013, ensuring that the allocation of resources is more closely aligned to the outcomes and outputs to be achieved with those resources.

3.4 Lead, organise and work in new ways

A significant element of Public Service Reform is centred on enhanced leadership, new organisational structures and implementing new ways of working. We will embrace a culture of change through a number of important initiatives, as outlined below:

- The implementation of shared services models will be core to our reform plans in areas such as HR, Finance, Payroll, Banking and Pensions. Shared Services will provide significant benefits through a reduction in duplication, streamlining of business processes and reduced transaction times. It will be implemented on a phased basis up to 2016;
- HR, Payroll and Pensions shared services projects are being initiated for the Civil Service with the intention of having consolidated operations in these areas on a phased basis commencing in 2012 and to be completed by 2015;
- Sectoral-specific shared services implementation plans will be in place by end Quarter 2, 2012;
- Reform of the Public Service starts with its greatest asset; its people. We will strengthen our engagement processes with staff to ensure buy in, participation and committment to the Reform Plan;
- We will develop a high performance culture for our senior managers across the Public Service. This will be achieved by further developing the Senior Public Service (SPS);
- In driving a high-performance culture, we will strengthen our performance management systems and related processes to deal with underperformance where it occurs;
- We will ensure a strong focus on redeployment and workforce planning, necessary to ensure that staff resources are allocated to the areas of greatest strategic priority; and
- We will reorganise the delivery of children's services in line with the Programme for Government, including the establishment of a Child and Family Support Agency.

3.5 Strong focus on implementation and delivery

The success of Public Service Reform is highly dependent on the embedding of a robust approach to delivery. This will involve aligning senior leadership teams around a common plan and set of deliverables, and will support effective project delivery and successful benefits realisation. We will achieve this by implementing a number of approaches as outlined below:

- A Cabinet Committee on Public Service Reform has already been established. An overall governance model for implementation is currently being finalised;
- We have appointed a dedicated Programme Director for Public Service Reform with specific skills and experience in implementing restructuring on a significant scale in the private sector;
- We have established an operationally focused Reform and Delivery Office. This is based in the Department of Public Expenditure and Reform, overseeing the Reform Plan and providing proactive support for Public Service organisations at a local level;
- Change Delivery Teams in each Department and major Office will be aligned to an integrated Reform agenda. As part of this, all Departments and major Offices will finalise high-level Integrated Reform Delivery Plans early in 2012;

- We will establish consistent baseline performance information across a number of functional areas, e.g. Finance, HR, ICT, within organisations across the Public Service. For example, in the Civil Service, this will be captured by Quarter 3, 2012. This will support the business case for change and prioritise the most important outcomes first;
- Progress on implementation will be tracked and reported on by Quarter 1, 2012, and on an ongoing basis, to ensure visibility and to support effective governance and decision making;
- Lead officials will be appointed to key management roles for the delivery of Shared Services by Quarter 1, 2012;
- We will embed robust project delivery and, in the first instance, prioritise a number of the cross-cutting initiatives of major strategic importance to Public Service Reform. These will require a strong focus on project delivery and benefits realisation. As a result, an initial number of Major Projects have been identified including:
  - Continued rollout of the Public Services Card;
  - HR Shared Services (Civil Service);
  - Payroll Shared Services (Civil Service);
  - Public Procurement Reform;
  - Property Asset Management;
  - Government Level Performance Management (GovStat);
  - Performance Budgeting; and
  - Senior Public Service.
- We will introduce the relevant legislation to enable Public Service Reform.

The detailed Public Service Reform Plan including indicative timelines for each of the actions is set out in Appendix I. These plans are to delivered over a four year period and will be updated, may change or be re-prioritised during that period, subject to agreement at the appropriate level of governance

4. Conclusion

Our comprehensive approach to Public Service Reform is centred on strong leadership at all levels across the Public Service to deliver agreed commitments and realise sustainable benefits. The Reform Plan underpins delivery ensuring that the primary focus is on the core objectives of improving customer service and reducing costs.

The Department of Public Expenditure and Reform will provide central leadership working closely with all Government Departments and senior managers across the wider Public Service to deliver Reform. Within this context, the Critical Success Factors for Public Service Reform are:

- Prioritisation of activities to ensure a focus on delivering the most important outcomes first;
- Effective communication engaging the right stakeholders at the right time;
- A robust delivery capability supported by strong leadership across the Public Service;
- A pragmatic and effective governance model underpinning the delivery of reform;
- Senior management ownership of Reform including delivery of the benefits; and
- Appropriate approaches to encourage innovation and prevent risk avoidance.

We will embed a strong culture of innovation and change across the Public Service centered on effective senior leadership and a relentless focus on results. This will enable a new Public Service equipped to meet the significant existing and future challenges through empowering its people to lead and embrace change. Above all, we must make it easier to access services and engage with Government whilst providing greatest value for money.

The reforms set out in the Reform Plan have been informed by the public consultation exercise which was part of the Comprehensive Review of Expenditure. It is intended that ongoing consultation with stakeholders will be an important feature of the reform programme. As a first step, the Minister for Public Expenditure and Reform will engage with the relevant Oireachtas Committees in this regard.

Appendix I

Public Service Reform Plan

The 14 Public Service Reform Initiatives

No.	Public Service Reform Initiative	Summary Description	
1	Implementation	Oversight of the implementation plans focussing on robust project delivery and benefits realisation. Establishment of dynamic and outcome focussed governance structures and processes.	**Page 4**
2	eGovernment, ICT, Information Sharing and Customer Service	Leverage Information and Communications Technology (ICT) to better deliver services and information in a more cost effective manner; deliver online services, data sharing and new cross government capabilities. Simplify and enhance the customer experience by providing integrated services, reducing the information burden and by engaging with customers in service design and delivery.	**Page 7**
3	Shared Services	Rationalise core structures and business processes that are duplicated across the Public Service by establishing shared operations to drive greater efficiencies and promote joined-up government through improved information sharing and process improvement.	**Page 12**
4	Business Process Improvement	Improve efficiency in priority areas across the Public Service through business process and organisational improvements, including cross-organisational initiatives.	**Page 16**
5	Procurement Reform	Deliver greater value for money through increased use of common procurement frameworks, increased professionalism and more innovative use of technology.	**Page 17**
6	Property Asset Management	Deliver greater value through efficient management of the government estate through a smaller physical footprint meeting the needs of a reformed Public Service.	**Page 21**
7	External Service Delivery	Evaluate alternative models for the delivery of non-core services in a more cost effective and flexible approach, with a focus on customer service improvement.	**Page 23**

8	Rationalisation and Reorganisation	Further rationalisation and re-configuration of the Public Service to deliver streamlined services and greater value for money, and to promote greater integration and cooperation across organisations and sectors.	**Page 24**
9	Public Expenditure Reform	Improve expenditure management across the Public Service including implementation of Medium-Term Expenditure Frameworks, performance budgeting, accrual accounting and the publication of balance sheets.	**Page 25**
10	Government Level Performance Management	Evaluate Government-wide operational performance management focussing on Departmental objectives, operational metrics and performance assessment.	**Page 28**
11	Organisational Performance	Renew the focus on organisational performance through initiatives such as Strategy Statements, enhanced reporting of performance and progress, the Organisational Review Programme and legislative change to clarify accountability arrangements.	**Page 29**
12	Leadership/Individual Performance	Improve capacity and capability across the Public Service including a strong focus on leadership skills through the creation of the Senior Public Service (SPS). Enhance staff development and performance at all levels across the Public Service, through the implementation and consolidation of performance management systems.	**Page 31**
13	Public Service Numbers/Workforce Planning & Redeployment	Implement new resourcing policies supported by strategic workforce planning, effective redeployment and a significant reduction in Public Service numbers by 2015. This will include a more proactive identification and allocation of resources to priority activities where necessary.	**Page 34**
14	Legislation and Political Reform	Devise and implement legislation to advance political reform and to underpin relevant aspects of Public Service Reform.	**Page 36**

- The reforms set out in this Plan are complemented by a series of Department/sector specific reforms which will be set out in the relevant Integrated Reform Delivery Plans (see section 1.3).

- It should be noted that these actions are to be delivered over a four-year period and may change or be re-prioritised during that period, subject to agreement at the appropriate level of governance. For that reason, the timelines outlined are indicative and subject to change.

1. Implementation

Recommendations and Action Plan	Start	End
1.1 Establish a Reform and Delivery Office within the Department of Public Expenditure and Reform to implement cross-government reform initiatives and support other organisations / sectors in their change agenda.		
i. Appoint a Programme Director for the new Reform and Delivery Office.	Started	Completed
ii. Agree structure of the new Reform and Delivery Office.	Started	Q1 2012
iii. Resource Reform and Delivery Office, drawing on the best and most cost effective sources including appointing a lead official for key initiatives (e.g. Shared Services, Business Process Improvement, etc.).	Started	Q1 2012 initially and ongoing
iv. Appoint a Senior Responsible Owner (SRO) for the overall delivery of each of the major (8-10) cross-cutting projects. SROs will be based in relevant functional areas across the Public Service (not directly in the Reform and Delivery Office). This may be a dedicated role or assigned with other responsibilities, depending on the nature of the initiative.	Started	Ongoing
v. Complete a Resource Plan that will detail the resource requirements for delivering the cross cutting reform projects.	Q4 2011	Q2 2012
1.2 Define a reform and delivery governance model that will be pragmatic and leverage existing governance and management processes to ensure delivery of Departmental/Sectoral reforms and cross-government initiatives. The new Cabinet Committee on Public Service Reform will provide a focus for political direction and oversight and will review progress every quarter.		
i. Define a Reform and Delivery governance model.	Started	Dec 2011
ii. Communicate and initiate the governance model.	Jan 2012	Ongoing
1.3 Integrated Reform Delivery Plans will be developed at Departmental/Sectoral level to align actions under this Plan, the Public Service Agreement, the Comprehensive Review of Expenditure, where relevant, and organisation/sector specific reform initiatives.		
i. Pilot high-level Integrated Reform Delivery Plan approach with the Departments of Agriculture	Started	Nov 2011

		Food and the Marine, Social Protection and Transport and 4 key sectoral Departments (Health, Justice, Education & Local Government).		
	ii.	Create one high-level Integrated Reform Delivery Plan per Department/sector.	Started	Q1 2012
1.4	**Establish Change Delivery Teams in each Department / major Office and ensure they have the capacity to drive the implementation of reform at Departmental, Office and sectoral level.**			
	i.	Ensure a senior resource (Assistant Secretary) is assigned in each Department/Office to lead local Change Delivery Teams and the delivery of the high-level Integrated Reform Delivery Plan.	Started	Completed
	ii.	Ensure Change Delivery Teams have the required capacity and support to deliver the Integrated Reform Delivery Plans.	Started	Q4 2011 and ongoing
	iii.	Provide ongoing coaching and supports to all Change Delivery Teams' lead officials.	Started	Ongoing
1.5	**A clear vision for reform and comprehensive communications programme should be developed. Key audiences will be the general public and business community, as well as public servants at all levels and their representatives.**			
	i.	Expand and finalise an overall vision for the Public Service.	Nov 2011	End Q1 2012
	ii.	Develop a comprehensive communications programme to support the overall vision for the Public Service and the reform programme. This programme will include active engagement with frontline staff in all sectors.	Q4 2011	Q1 2012
	iii.	Administer the Taoiseach's Public Service Excellence Awards in 2012 as a means to share best practice and acknowledge achievements.	Started	Q2 2012
1.6	**Ensure that there is an understanding of current activity level of functions/processes impacted by cross-government initiatives.**			
	i.	Develop a simple and pragmatic approach to baselining activities in consultation with key stakeholders to get an "as is" position and to support benefits realisation. This includes the scoping and appointment of appropriate resources within the Department of Public Expenditure & Reform to support this approach across the Public Service.	Started	Q1 2012

	ii.	Issue communications to Heads of Organisations from the Department of Public Expenditure & Reform on baselining for Public Service reform outlining the approach and level of support.	Q1 2012	Q1 2012
	iii.	Implement a phased approach to capturing baseline measurements across the Public Service. For example, baselining within the Civil Service to be captured by Q3 2012. In addition, phase the capture of baseline measurements in line with the implementation of relevant major projects e.g. HR Shared Services (Civil Service). Where appropriate, supplement quantitative performance measures with available qualitative information.	Q1 2011	Ongoing
	iv.	Complete analysis of the baseline results to inform the business case for individual major projects. Initially analyse the results in line with the phased approach to collection, then as a collective set of performance indicators across the Public Service. In addition, align the performance measures to benefits realisation for individual major projects.	Q2 2012	Ongoing

2. eGovernment/ICT, Information Sharing and Customer Service

Recommendations and Action Plan	Start	End
2.1 Ensure more progress on eGovernment. More information and services should be available online and through electronic channels.		
i. Establish a Public Service Chief Information Officer (CIO) Council to assist and advise the Department of Public Expenditure and Reform to develop and drive ICT and eGovernment initiatives across the Public Service.	Q4 2011	Ongoing
ii. Develop and publish a new eGovernment Strategy.	Started	Q1 2012
iii. Each Department/public body will complete Project Plans in relation to this new eGovernment Strategy. Such plans are to be developed in accordance with advice issued by the Centre for Management and Organisational Development (CMOD). This will include public bodies examining their own services, particularly public facing ones, moving these services, or elements of them, online. It will also include new initiatives such as exploiting the 'apps' market to delivery functionality through smart devices.	Started	Q3 2012
iv. Seek to progress, in collaboration with relevant Departments and public bodies, the electronic delivery of a range of additional services over the next two years. This delivery will be subject to the sufficient availability of resources, financial investment, management and operational capability. Decisions will also be impacted by normal value-for-money considerations, the need to fulfil legal and international obligations, service control obligations and political priorities. Examples include - • Renewal of adult passports • National rollout of fixyourstreet.ie across all Local Authorities • Planning Applications and Objections • DevPlanGIS (national spatial data information system) • Partial application for Driver Licences • Welfare Benefit and Entitlement Applications • Incorporation of Companies • Relevant Contracts Tax	Q1 2012	Q4 2013

		• Manifests System for Trade Facilitation • Business Reporting with XBRL for Corporation Tax • Land registry services for individuals.		
	v.	Monitor progress of each Department/Agency eGovernment Plan.	Q2 2012	Ongoing
	vi.	Publish existing online information and services through a centralised portal to increase awareness and access. Leverage this portal to provide centralised and structured access to public service data online.	Started	Ongoing
2.2 Increase the take-up of electronic services and self-service facilities and reduce dependence and traffic on offline channels, to reduce the costs of service provision and facilitate the redeployment of staff to other priorities.				
	i.	Analyse existing legislation, regulations, and service procedures to examine provisions that could mandate the use of online/self-service channels, and thereby eliminate non-electronic delivery where possible and desirable; and/or facilitate the implementation of both positive and negative incentives that would encourage the use of online service offerings. Each Public Body will do this.	Started	Q3 2012
2.3 Develop an approach for the consistent identification of residents, across the Public Service.				
	i.	Develop a central system to provide a single view of the identity of residents (the Single Customer View) based on the PPSN and the associated Public Service identity data set.	Started	Q4 2011
	ii.	Develop applications that facilitate identity checking and matching using this Single Customer View – subject to compliance with Data Protection law and principles.	Started	Q4 2011
2.4 Ensure implementation of the Public Services Card (PSC) and its rollout as the access mechanism for the vast majority of public services.				
	i.	Agree on an investment programme and the allocation of required resources.	Started	Q1 2012
	ii.	Develop an awareness programme for both Public Service bodies and for residents on the availability of the card and its potential.	Started	Ongoing
	iii.	Seek Government approval to mandate all public bodies to use the PSC as the means of	Started	Q3 2012

		accessing their high-value services or explain to the Department why this is not possible.		
	iv.	Examine the best way of using the PSC and its underlying registration facilities and data services as the means of accessing public services over electronic channels.	Started	Q4 2012
2.5 Citizens and businesses should have access to information on the availability and performance of key services. Increased sharing and publication of public data will increase transparency, aid the democratic process and drive better decision-making for individuals and businesses, as well as for Government and the Public Service.				
	i.	Publish data held by Public Service organisations online where possible within legal constraints. This should be explored both within the Public Service and with academic and private sector organisations, and should seek to identify how such publishing can be done in a way that provides value to the general public and facilitates the development of both free and commercial products.	Started	Ongoing
2.6 Improve sharing of data on businesses across the Public Service.				
	i.	Introduce a common vocabulary for identifying businesses using the Revenue Commissioner's Business Register. This should be done by all public bodies.	Q1 2012	Q3 2012
	ii.	Introduce legislation to allow public bodies to collect one of the business identifiers included in the Revenue Business Register and match these identifiers against that Register.	Q1 2012	Q3 2012
	iii.	Provide technology solutions to allow public bodies to match data against the Revenue Business Register and/or synchronise with it.	Q1 2012	Q1 2013
2.7 Improve engagement and communications with customers (citizens and businesses), as part of a process to improve service delivery.				
	i.	Continue to drive the Customer Charter initiative in the Public Service, particularly with regard to consultation with customers, identification of service targets and channels, and reporting annually on progress made. There should be ongoing focus on the use of plain and accessible language.	Started	Ongoing
	ii.	Consider whether all parts of the Public Service should undertake two types of annual surveys; a customer satisfaction survey and a staff climate survey. The objective would be to enable	Q1 2012	Ongoing

		trends over time to be identified and enable the organisations to track their progress in addressing any weaknesses that are found and to ensure that their strengths do not become diminished. This will allow the Public Service to better hear the customer's voice and therefore more effectively tailor its services.		
	iii.	Develop a structured process (which includes published rules, etc.) and facilities on the central portal to allow members of the public to make suggestions online, vote on those suggestions that have been made, get information on their acceptance or otherwise, and track their implementation if agreed to.	Q3 2012	Q4 2012
2.8 Enhance the use of Cloud Computing in the Public Service.				
	i.	Conduct research and trials in conjunction with major ICT companies.	Started	Q1 2012
	ii.	Develop a Cloud Computing Strategy for the Public Service.	Started	Q1 2012
	iii.	Seek, through market exercises, to develop a compelling case over traditional computing provision for Infrastructure As A Service (IAAS) provision for the Public Service.	Q1 2012	Q3 2012
2.9 Implement measures to reduce the costs of ICT provision in Public Bodies.				
	i.	Enhance the self-sufficiency of public bodies and reduce their reliance on external resources within the terms of Employment Control Frameworks.	Started	Ongoing
	ii.	Consolidate ICT infrastructure by rationalising the number of data and computer centres in use throughout the Public Service.	Started	Ongoing
	iii.	Assess the potential for data containers and new cooling technologies to reduce operational costs.	Started	Ongoing
	iv.	Examine the potential for developing shared pools of ICT staff resources to develop centres of excellence, maximise productivity, and reduce duplication of activities.	Q2 2012	Ongoing
2.10 Develop a code of practice for data gathering and its use for statistical purposes across the Public Service, to facilitate improved usefulness of the data gathered for decision-making, planning and service delivery and the reduction of the potential for fraud.				
	i.	Assign the lead role for the development of a code of practice and standards for the gathering	Q1 2012	Q4 2012

		and use of data for statistical purposes in the Public Service.		
	ii.	Develop an integrated approach to the collection of administrative data across the Public Service, including a strategy to promote consistent approaches to, and systematic uses of, data (including identifiers, classifications and geo-spatial/postcode data) in service planning and delivery.	Q1 2012	Q4 2014
	iii.	Assess the legislative environment with a view to identifying the scope for additional and greater uses of statistical data, including any potential legislative changes where necessary.	Q1 2012	Q2 2013

3. Shared Services

[The approach to be followed on Shared Services is currently the subject of consultation with all Government Departments and the actions below are subject to change in light of this]

Recommendations and Action Plan		Start	End
3.1 Ensuring Leadership and Accountability - Key Appointments to drive Shared Services implementation.			
i.	Appoint a Shared Services Transformation Manager in the Reform and Delivery Office of the Department of Public Expenditure and Reform.	Started	Q1 2012
ii.	The Minister responsible for each sector (Health, Local Government, Justice, Defence and Education) will nominate a senior official (of at least Principal Officer level or the equivalent) who will have responsibility for the delivery and/or expansion of shared services in their respective sector.	Dec 2011	Q1 2012
iii.	Each senior official (as outlined above) will produce a benefits driven and a prioritised plan (or plans) as appropriate and be responsible for implementation. The Reform and Delivery Unit in the Department of Public Expenditure and Reform will oversee the production and implementation of the plan for the Civil Service. To help with this, each Department will appoint a nominee to contribute to the development of the Civil Service plan**.**	Dec 2011	Q2 2012
iv.	Each senior official will revert to the Programme Director of the Reform and Delivery Office with their sectoral plan (or plans) who will, in turn, report to the Cabinet Committee on Public Service Reform with a shared services plan or plans and supporting outline business case(s).	Q2 2012	Ongoing
v.	The Shared Services Transformation Manager will lead the establishment of a National Shared Services Office under the auspices of the Department of Public Expenditure and Reform as part of the governance arrangements for the operation of shared services relating to "back-office" functions.	Q2 2012	Q3 2012
vi.	Each Shared Services project will design detailed governance arrangements in consultation with impacted Departments for design and operational phases to include a 'user-board' concept and	Q2 2012	Q4 2014 (phased)

		detailed approach to service management (including definition of service level agreements).		
3.2	**Baselining**			
	i.	Every Department will actively support and prioritise an assessment or "baselining" of current performance levels in relation to the back-office and administrative functions in areas such as Human Resource Management, Finance, Payroll, ICT, Procurement and Pensions and the establishment of key performance indicators in this context.	Q1 2012	Q3 2012
3.3	**Payroll Shared Services**			
	i.	Appoint a Payroll Shared Services Project Manager with responsibility for Payroll Shared Services design and implementation and to ensure appropriate governance arrangements for ongoing operation.	Q4 2011	Q1 2012
	ii.	Confirm the design and establish an integrated service for delivery of payroll services on a shared basis for the Civil Service and, if appropriate, to entities in the wider Public Service based on implementation of a common single payroll solution. This should build on the success of current payroll shared service operations in the Civil Service in Tullamore and Killarney. In taking this proposal forward, the current decentralised locations of some Departmental payroll services will be taken into account.	Q4 2011	Q2 2012
	iii.	There should be a phased migration to payroll shared services operations. It is proposed that the first tranche will comprise smaller Departments/Offices (e.g. with an aggregate payroll not exceeding 2,500 civil service payees) transferring their payroll operation by the end of 2012, followed by remaining civil service payrolls transferring to the shared services by Q1 of 2014. The detailed sequence and implementation timelines will be agreed in consultation with Departments during detailed design.	Q1 2012	Q4 2012 Q1 2014
	iv.	Implement a single payroll system and requisite IT architecture to support the Shared Service Payroll operation.	Q1 2012	Q4 2012
	v.	To optimise payroll processes, review and implement the relevant payment frequencies.	Q1 2013, End 2013	Ongoing

	vi.	To optimise payroll processes, review and implement the frequency of pay for all pensioners of the Office of the Paymaster General (Department of Finance) and the Department of Education and Skills.	Q3 2013	Ongoing
	vii.	End the use of payable orders for payroll and Ministers to require agencies under their aegis to move all payments, including payroll, to an electronic basis with effect from mid 2013.	Mid 2013	Ongoing
3.4 Banking Shared Services				
	i.	Develop a strategic business case in consultation with key impacted Department representatives (large and small) for a shared banking service to be used by all Government Departments/Offices and their Agencies in due course.	Q1 2012	Q3 2012
	ii.	Nominate a Senior Responsible Officer (SRO) with responsibility for developing this business case with an appropriately skilled working group. The intent would be to subsequently commence a market assessment/procurement of such a shared banking service by end 2012.	Q4 2011	Q1 2012
	iii.	Abolish payable orders as a payment method for Government Departments with effect from mid 2013.	Mid 2013	Mid 2013
3.5 Pensions Shared Services				
	i.	Appoint a Pensions Shared Services Project Manager with responsibility for Pensions Shared Services (Civil Service) detailed design (including alignment with HR shared services) and implementation and to ensure appropriate governance arrangements for ongoing operation.	Q4 2011	Q2 2012
	ii.	Establish a central pension office under the auspices of the Department of Public Expenditure & Reform using a phased approach.	Q1 2012	Q4 2012, Q4 2013,
	iii.	Following the initial pilot, the ending of the present delegation arrangement with all the pensions processing functions now being carried out by the delegated Departments being transferred to the Department of Public Expenditure and Reform in the period to 2015.	Q1 2014	Q4 2015
	iv.	Transfer appropriate numbers of experienced staff and the associated financial resources to the new pensions shared service.	Q2 2012	Ongoing

3.6 HR Shared Services				
	i.	Appoint a Project Manager for the Civil Service Human Resources Shared Service Centre (HRSSC).	Q4 2011	Q1 2012
	ii.	The Department of Public Expenditure & Reform is leading the development and delivery of a HRSSC for the Civil Service. The HRSSC will be based in Dublin and will be staffed and managed by civil servants (in-sourced). It will be established with the transactional elements of HR processes transferred from Civil Service Departments, Agencies and Offices to the HRSSC on a phased basis, to be completed by end 2014.	Started	Q4 2014 & then ongoing
3.7 Other Shared Services Opportunities				
	i.	Assess the feasibility and implementation options for areas such as financial management, legal services and internal audit, with priority in the first instance being financial management services. This will take account of existing financial management shared services operations in the Civil Service, including in Killarney.	Q1 2012	Q3 2012
	ii.	Assign a senior official by the end of 2011 who is tasked with examining financial management shared services approach, feasibility and implementation options (building on previous work under Transforming Public Services) and reporting back to the Programme Director of the Reform and Delivery Office in DPER with an outline business case and implementation options by end Q3 2012. It is recommended that this person will work with the new Civil Service Finance Officers Network to inform this process.	Q4 2011	Q3 2012
	iii.	Determine shared services scope and the strategic business case for cross-cutting administrative areas such as: Licensing; Payments/Grants processing; Entitlements; Debt Collections for Government Departments and Agencies; Means Testing; Inspections; Shared Printing and mail services; Shared Identity services. Assign accountability to a senior official in relevant business area with the support of the Department of Public Expenditure and Reform.	Q1 2012	Q4 2012

4. Business Process Improvement

Recommendations and Action Plan			Start	End
4.1 A dedicated Business Consulting Unit will be established within the new Reform and Delivery Office.				
	i.	Establish a new Business Consulting Unit within the Reform and Delivery Office of DPER and assign a Principal Officer to lead it.	Started	Completed
	ii.	Establish a pool of expert Information and Communications Technology Advisors.	Started	Completed
	iii.	Assemble a Business Consulting team with appropriate skills, knowledge and experience.	Dec 2011	Q1 2012
	iv.	Commence projects with Department of the Taoiseach and Department of Health.	Started	Ongoing
	v.	Provide training in practical change management for change teams in Departments and Offices, as required.	Q1 2012	Ongoing
	vi.	Continue to deliver BPI / Six Sigma training to Departments and Offices.	Ongoing	Ongoing
	vii.	Organise an annual conference to include best practice case studies and a strategic overview on change management and BPI.	Ongoing	Ongoing
4.2 Drive Business Process Improvement across the Public Service.				
	i.	Build an effective business improvement capability across the Public Service in all Departments, Offices and Agencies. This will build on capabilities already in place in areas such as the Department of Social Protection and the Office of the Revenue Commissioners.	Q1 2012	Ongoing

5. Procurement

Recommendations and Action Plan	Start	End
5.1 Policy Framework & Procurement Reform Plan.		
i. Develop a new policy Framework.	Q4 2011	Q1 2012
ii. Appoint a Senior Responsible Owner (SRO) to provide leadership to the overall Procurement Reform project across the Public Service.	Q4 2011	Q4 2011
iii. Draft a new plan, including targets and specific initiatives, to deliver on procurement reform in next three years. This plan should also include a category management strategy and allocation of responsibilities.	Q1 2012	Q2 2012
iv. Submit a Memorandum for Government on the procurement reform plan.	Q4 2011	Q1 2012
v. Review of plan to be conducted quarterly by the Board of the National Procurement Service (NPS) to ensure progress by the NPS in relevant areas set out in this plan.	Started	Ongoing
5.2 Aggregation		
i. Accelerate the process of centralising appropriate frameworks within the NPS and other central procurement units. The Memorandum for Government will specify categories to be centralised including electricity, gas, personal protective equipment, paper, stationery, state advertising, janitorial, ICT consumables, vehicles, office equipment. This should be part of a category management strategy.	Q4 2011	Q1 2012
ii. Accelerate collaborative buying across the Public Service. The Memorandum for Government will specify the categories that specific Departments/Bodies will procure e.g. laboratory equipment will be purchased by the HSE as they have expertise in this area.	Q1 2012	Q1 2012
iii. Set up a market intelligence repository in the NPS to focus on market development and supplier strategies to leverage the State's buying power. This will be made available to all resources across the Public Service who are involved in procurement. Appropriate resourcing to be identified.	Q4 2012	Q4 2012

5.3 Enforcement - Greater enforcement to ensure implementation of procurement reform is required.				
	i.	Issue a circular based on the Memorandum for Government in relation to requiring mandatory use of framework agreements for particular goods/services. Some goods and services, by their nature, should continue to be procured locally.	Q4 2011	Q1 2012
	ii.	Contact all suppliers on central frameworks to ensure they are ready to handle expected increase in volume based on mandatory compliance. If required, compliance can be rolled out on a phased basis to ensure supply can meet demand.	Q4 2011	Q4 2011
	iii.	Pilot procurement capability reviews to improve procurement performance. These will be carried out by a panel of procurement specialists sourced from across the Public Service. The pilot reviews will initially focus on central government. The current Government Contracts Committee structures should be used to initiate the pilot process by meeting with senior procurement officials. There will be significant input from NPS and National Procurement Policy Unit (NPPU) in the Department of Public Expenditure and Reform.	Q1 2012	Q4 2012
	iv.	Publish quarterly reports outlining the extent of use of framework agreements and identifying those organisations using the agreements.	Q4 2011	Ongoing
	v.	Follow up on the use of framework agreements by public bodies through direct contact.	Q1 2012	Ongoing
	vi.	Publish case studies on savings made through central frameworks and general good procurement practice.	Q4 2011	Q4 2011
	vii.	Expand the content of the annual returns to the C&AG to gather greater information on compliance.	Q4 2012	Q4 2012
	viii.	The NPS will submit an annual report to the NPPU outlining the steps taken to advance procurement reform under the major procurement reform headings and outlining compliance with the public procurement policy framework and targets achieved – a template will be sent to all Departments to complete. This should cover all agencies/bodies under the aegis of each Department who have a procurement spend over a certain threshold.	Q2 2013	Ongoing
	ix.	Publish an annual Government report on progress in advancing procurement reform and achieving agreed target savings.	Q2 2013	Q2 2013

	x.	Utilise new proposals for the Medium Term Expenditure Framework. These allow carryover savings/unspent monies in current allocations, subject to specific rules about the use of savings.	Q4 2011	Q4 2011
5.4 Performance Measurement and expenditure analysis.				
	i.	Request additional procurement information as part of the annual accounts for Departments and agencies.	Q4 2011	Ongoing
	ii.	Complete the procurement baselining exercise across the Public Service as part of the overall approach to Public Service Reform.	Q1 2012	Q3 2012
	iii.	Report to NPPU on procurement expenditure analysis relating to NPS central frameworks across the Public Service.	Q4 2011	Q4 2011
	iv.	Set up a dedicated analysis unit in the NPPU. As the NPPU increases its staff profile, it should ensure that recruitment focuses on increasing the number of staff working on procurement expenditure analysis, performance measurement and benchmarking.	Q1 2012	Q4 2012
	v.	Publish, where appropriate, market intelligence information on NPS website in relation to market sectors e.g. supplier concentration, market volumes, market value.	Q2 2012	Q2 2012
	vi.	Develop additional data sources to populate the required public service procurement expenditure analysis.	Q1 2012	Q2 2012
	vii.	Develop a performance measurement system incorporating: • Guidelines on calculating procurement savings • A set of performance benchmarks (scale of price and volume savings achievable) from other jurisdictions • A scorecard of indicators should be introduced and piloted by end of quarter one 2012 which would inform quarterly reporting to the NPPU.	Q1 2012	Q1 2012
	viii.	Issue guidelines on the calculation of VFM procurement savings by public bodies. The NPS will support the Department in this.	Q2 2012	Q2 2012

5.5 Capability – Ensure appropriate skills, capability and experience in NPS.				
	i.	Recruit and/or have temporary access to private sector staff with technical/account manager sales experience and proven commercial/negotiation skills in order to provide a useful industry perspective for procurement competitions – competition currently in place for up to 12 procurement managers/buyers from the private sector.	Q4 2011	Q1 2012
5.6 E-Procurement.				
	i.	Update functionality of e-tenders website to allow for better management information reporting. This is subject to deliverability of the updated e-tenders portal.	Q4 2011	Q2 2012
	ii.	Include measures on e-tenders to support procurement reform by providing automatic notifications to buying organisations that planned tenders could be procured using NPS/HSE/Local Authority frameworks, and eAuctions. (www.procurement.ie)	Q4 2011	Q2 2012
	iii.	Ensure greater compliance with the requirement to publish tender award notices including value of awards.	Q1 2012	Ongoing
5.7 Logistics and Inventory Management.				
	i.	Create a Logistics and Inventory Management Strategy for the Public Service to reduce costs in areas such as inventory waste and obsolesce, improving flow of materials, reducing inventory levels, better space utilisation, reduce effort to order and stock goods. This will include understanding the 'as is' logistics and inventory management operating model costs associated with each sector, identify opportunities for greater sharing of logistics and inventory management services and define a 'to be' operating model for shared logistics inventory management services across the Public Service.	Q2 2012	Q4 2012

6. Property Asset Management

Recommendations and Action Plan	Start	End
6.1 Decreases in staff numbers and organisational rationalisation across all sectors will facilitate a reduction over time in the amount of accommodation required by the Public Service. There is a need to take a whole of government perspective to assess and make recommendations on how best to manage Public Service property going forward, to ensure that optimal value for money is achieved. The objective is to improve co-ordination and standards and, where it can be demonstrated to add value and not unduly conflict with the primary functions of individual organisations.		
i. Government Engagement - Issue a Memorandum to Government on property management setting out an Action Plan, at high level, and the resources and the authority assignments required in order to deliver on the outcomes envisaged in this section. This will establish senior level visibility across Government and underpin commitment to implementation of the delivery plan.	Q1 2012	Q1 2012
ii. Central Government Property Improvement - Issue interim circular to Government Departments restating rules for management of Civil Service property and sketching path to further circular on revised rules to be issued during 2012.	Q4 2011	Q2 2012
iii. Incentives - Define incentive policy for organisations, which may encompass Departments/Offices in which property is vested having the facility to re-invest some of the funds raised from property disposals. Flexible and carefully targeted initiatives are key to driving the right behaviours and to ensuring that organisations have regard not only to their own situations but also to the wider Public Service impact.	Q4 2011	Q2 2012
iv. Driving Public Service Wide Efficiency - Assign a Senior Responsible Owner (SRO) to lead the development and implementation of a Property Management Delivery Plan which will incorporate strategies for shifting the focus of property managers in the Public Service from management solely of their own property portfolio, towards a strategic view of their property as a part of the wider State property portfolio.	Q4 2011	Q4 2011

	v.	Property Management Plan - Develop a Property Management Plan with a particular focus on Office accommodation. Define associated long-term objectives and intermediate steps arising. The Plan will enable the SRO to report back to Government on the framework and resources required to drive the extraction of efficiency and value from the assets involved, both owned and leased.
		
		The Property Management Plan will review and recommend office accommodation policies to include: space norms; open plan accommodation; and efficiency drivers.
		
		The Property Management Plan will also address:
		• The potential to further leverage the strength of the government covenant to improve the negotiating position with landlords;
		• Accessing an increasingly mandated and centralist asset management model to facilitate better coordination across Departments and, in some cases, to provide robust external challenge/approval to all property related decisions;
		• Development of protocols including:
		    - communications strategy;
		    - property managers' network;
		    - corporate governance;
		    - streamlined approach to legal issues on transfer of ownership' cohesion on market approaches;
		    - strategies pertaining to rent review, acquisition, disposal etc.;
		    - skill development/sharing skills and expertise.
			Q1 2012	Q3 2012

	vi.	Improving strategic decision making capability - Complete the definition of a map-based Public Service property inventory and web portal to provide for an overview of State property and data sharing between State Agencies holding property. Define:
		    - stakeholder involvement;
		    - agreement procedure for exchange/hand over of property ownership within the stakeholder base;
		    - responsibility for supplying and updating information;
		    - authority, scope and reporting obligations to SRO.
		
		Devise a system to aid efficient recognition and decision making in respect of the disposal/retention of properties.
		
		Develop internal Public Service website to allow disposal proposals to be viewed by other Public Service organisations before they are finalised.
			Q4 2011	Q2 2012

7. External Service Delivery

Recommendations and Action Plan	Start	End
7.1 A number of different sourcing models for service delivery exist in terms of in-sourcing, co-sourcing or outsourcing. These models range from basic managed services, through parallel / partial private sector delivery, to full outsourcing of functions. In line with the Programme for Government, the external service delivery of non-critical functions should be considered by all public bodies, where appropriate.		
i. Appoint a Head of Commercial Delivery within the Department of Public Expenditure and Reform to oversee the development and implementation of a commercial strategy for public service reform to include external service delivery. In addition, they will provide subject matter expertise to support commercial delivery of public service reform projects.	Q1 2012	Q2 2012
ii. Identify further potential non-core activities suitable for external service delivery. This will be done by public service organisations and will be informed by the baselining exercise.	Q1 2012	Q4 2012
iii. Consolidate identified opportunities for external service delivery and development of an appropriate business case.	Q4 2012	Q1 2013
iv. Conduct a targeted consultation exercise with Public Service organisations, the market and relevant representative bodies.	Q1 2013	Q3 2013
v. Strengthen commercial capability including analysis and delivery skills across Government organisations. This should include a blended approach to learning and development as well as access to appropriate subject matter expertise. An initial development programme, targeted at relevant staff on Public Service Reform projects, should be operational by June 2012.	Q1 2012	Q3 2012

8. Rationalisation and Reorganisation		
Recommendations and Action Plan	**Start**	**End**
8.1 Building on significant measures to date and the outcome of the Comprehensive Review of Expenditure, there will be further rationalisation and reorganisation of public bodies and specific functions within those bodies. This is in addition to the changes required to support and respond to other initiatives set out in this Plan, including in relation to shared services, online service delivery and external service delivery.		
i. Implement the outcome of the Comprehensive Review of Expenditure.	Q4 2011	Ongoing
ii. Develop and implement a new State Agency Rationalisation Programme with a clear timetable for completion.	Q4 2011	Ongoing
iii. Implementation of structural reform and rationalisation initiatives in the Local Government sector.	Started	Ongoing
iv. Implement the VEC rationalisation programme and establish SOLAS, including any necessary legislative measures.	Started	Ongoing
v. Reorganise the delivery of health services in line with Programme for Government commitments.	Started	Ongoing
vi. Reorganise the delivery of children's services in line with the Programme for Government commitments, including the establishment of a Child and Family Support Agency.	Started	Ongoing
vii. Promote integrated approaches to criminal justice through cross-sectoral co-operation and goal sharing.	Started	Ongoing

9. Public Expenditure Reform			
Recommendations and Action Plan		**Start**	**End**
9.1 Complete the Comprehensive Review of Expenditure (CRE).			
	i. Complete Comprehensive Review of Expenditure, including consideration of cross-cutting issues and submit proposals to Government to allow decisions to be made in the Budget-Estimates 2010 process.	Started	Q4 2011
9.2 Bring forward the annual Estimates cycle (and other Estimates reforms in the Programme for Government) and roll out the new approach to performance budgeting which integrates output and impact information within the annual Estimates, heightening the performance dimension of budgetary management.			
	i. Introduce Medium-Term Expenditure Framework with multi-year expenditure planning and whole-of-year estimates cycle, allowing for greater advance consideration of annual allocations (to be provided for in the Fiscal Responsibility Bill and in D/PER guidelines and circulate).	Started	End 2011
	ii. Roll-out performance budgeting generally for the 2012 Estimates and complete full roll-out for 2013 Estimates.	Started	End 2011 and End 2012
9.3 Public Bodies to publish balance sheets and move to accruals from cashflow accounting.			
	i. Ensure publication of Balance Sheets by Government Departments and Offices for 2011 Appropriation Accounts.	Started	Q1 2012
	ii Complete scoping paper on accrual accounting and develop phased plan for achieving full compliance by all Government Departments and Offices by 1 January, 2013.	Started	Q1 2013
9.4 Every Purchase Order by a Government Department or Agency for €20,000 or over should be published online.			
	i. Develop "Databank" website to allow for provision of expenditure-related information.	Started	Completed

	ii.	Establish a cross-departmental working group to develop and agree rules and guidelines on inclusions, exclusions and text descriptions regarding Purchase Orders.	Started	Q2 2011
	iii.	Publish Purchase Orders online (D/PER, D/Finance and their Agencies).	Q4 2011	Q1 2012
	iv.	Comply with the requirement to publish Purchase Orders online on a phased basis to end 2012.	Q4 2011	Q4 2012
9.5 Money follows the Citizen – as stated in the Programme for Government, "rather than giving fixed budgets to traditional public service providers like the HSE, VECs and FAS, we will put resources into the hands of citizens to acquire services that are tailored to better suit their needs and less expensive for the taxpayer".				
	i.	Progress this approach on a sectoral basis including, for example, Department of Health plans in relation to 'Money follows the patient' for acute hospital care and implementation of Fair Deal and capitation system for medical cards scheme. The Minister for Health is establishing an Implementation Group on Universal Health Insurance (UHI) to assist the Minister in developing detailed and costed implementation proposals for UHI and to help drive the implementation of various elements of the reform programme.	Started	Ongoing
9.6 Design and pilot a Basic Payment Account (BPA) which is a transaction account designed to meet the needs of the financially excluded.				
	i.	Design and implement a pilot for BPA and related infrastructure to meet the needs of target users in partnership with relevant stakeholders.	Q4 2011	Q4 2012
	ii.	Refine design based on pilot results.	Q4 2012	Q1 2013
	iii.	Set up Implementation Steering Group to plan, monitor and evaluate BPA pilot and to ensure that dependencies on other policy initiatives and strategies are taken into account, in particular, the Department of Social Protection Payment Strategy.	Q4 2011	Q1 2013
	iv.	Develop and agree with stakeholders potential incentive measures to encourage use of BPA including accessible information sources and user supports.	Q1 2012	Q3 2012
	v.	Launch BPA on a National Basis.	Q1 2013	Ongoing

9.7 Appropriate evaluation techniques will be widely applied and findings published to ensure Value for Money (VFM) is central to decision-making.		
i. Step up programme evaluations, including in the context of the Comprehensive Review of Expenditure, in terms of quality, consistency and rigour; evaluations will be routinely published on a dedicated VFM portal; and those programmes not meeting their objectives will be made available for reallocation towards priority areas, in context of adoption of new Medium-Term Expenditure Framework.	Q4 2011	Ongoing
ii. Carry out and publish Regulatory Impact Analyses or Cost-Benefit Analyses in appropriate circumstances before Government decisions are taken. This will be undertaken by the individual Department concerned.	Started	Ongoing

10. Government Level Performance Management

Recommendations and Action Plan	Start	End
10.1 Assess the merits of adopting a government level performance management system, and if it is beneficial, roll out across the Public Service.		
i. Explore the viability of a government level performance management approach.	Q4 2011	Q1 2012
ii. Design and build a pilot government level performance management system, if the approach is viable.	Q1 2012	Q3 2012
iii. Roll the system out across the Public Service, if the pilot is successful.	Q3 2012	Q4 2013

11. Organisational Performance

Recommendations and Action Plan	Start	End
11.1 Every public body should set out clear and unambiguous long, medium and short term strategic priorities, which will be clearly communicated to the Public Service and citizens.		
i. Set out strategic objectives and link these to performance budgets, sectional business plans and individual performance goals through the Statement of Strategy process.	Started	Ongoing
ii. Finalise Statements of Strategy.	Started	Q4 2011
11.2 Performance and progress will be published in new, audited annual Public Service Delivery Reports, using identified performance indicators to monitor progress on high level priorities and to drive a more results-orientated Public Service.		
i. Re-assess the scope for introducing Public Service Delivery Reports in light of related developments, including performance budgeting, having regard to existing structures and processes, including Annual Reports and Annual Output Statements, as well as the development of performance budgeting and develop proposals for a streamlined, integrated overall approach.	Q1 2012	Q1 2012
11.3 Introduce legislation to replace both the Ministers and Secretaries Act and the Public Service management Act and spell out the legal relationship between Ministers and their civil servants and their legal accountability for decisions and for the management of Departments.		
i. Implement the legislative changes required in the context of commitments on accountability arrangements, as set out in the Programme for Government.	Q1 2012	Q1 2013
11.4 Ensure that Civil Service organisations have the capacity and capability to meet current and future business requirements.		
i. Complete the third round of Organisational Review Programme reviews of Departments and Offices, as well as a formal 'look-back' exercise to assess the impact of the programme to-date.	Started	Q4 2011

	ii.	Develop action plans to address any issues raised in the organisational reviews in the areas of setting strategy, leadership, creating shared understanding, customer service, continuous improvement and innovation, management of HR, ICT and Finance, governance, evaluation, customer/stakeholder feedback and input into policy/strategy.	Started	Q1 2012
	iii.	Publish ORP reports on the organisations including follow-up action plans following consideration by Government.	Q4 2011	Q1 2012
	iv.	Review and publish reports on the progress made by the organisations reviewed in the first and second rounds in implementing their action plans under the ORP programme.	Started	Ongoing
11.5 In relation to the management of State Agencies, adopt a new approach to managing their overall performance and governance, including through the greater use of Service Level Agreements with Departments that focus on outputs and outcomes. In common with other public bodies, there should be greater use of meaningful performance indicators.				
	i.	Introduce new arrangements for managing the performance and governance of State Agencies, as part of the general move to performance-based budgeting. Issue guidance on best practice in relation to the governance of State Agencies and their relationships with their parent Departments and their respective roles. This will take account of work undertaken in this area in the context of the TPS Programme.	Q2 2012	Q4 2012
	ii.	Scrap agency boards and make agency managers accountable directly to Ministers for delivery on Performance Agreements/Service Level Agreements where appropriate.	Q2 2012	Ongoing

12. Leadership / Individual Performance

Recommendations and Action Plan	Start	End
12.1 Develop the Senior Public Service (SPS) as a high-quality leadership cadre and corporate resource for the wider Public Service. The SPS will also be a critical step in strengthening the integration of the Public Service, commencing in the Civil Service.		
i. Promote and increase mobility at Assistant Secretary level (& equivalents) across Government Departments/Offices and Agencies as a first step in senior-level mobility across the wider Public Service.	Started	Ongoing
ii. Develop an SPS corporate identity and common purpose via hosting regular SPS networking events (3-4 per annum) to stimulate lateral contacts and discussion. Launch an SPS website to comprise a public information area and secure extranet for SPS members.	Started	Ongoing
iii. Support the leadership capabilities of SPS members via delivery of tailored training and coaching opportunities.	Q1 2012	Ongoing
iv. Put in place governance arrangements in relation to the SPS to oversee mobility and development.	Q4 2011	Ongoing
12.2 Reform the top level appointments process.		
i. Implement the agreed restructuring of the Top Level Appointments Commission (TLAC).	Started	Complete
12.3 Strengthen existing performance management and development systems, and extend across all sectors of the Public Service.		
i. Strengthen existing systems of individual performance management in the Civil Service including through the use of new, simplified performance management forms. These systems to be integrated with HR policies and related processes.	Started	Ongoing
ii. Support HR Units in strengthening management capability in Departments.	Q4 2011	Ongoing

	iii.	Strengthen existing systems of individual performance management in other sectors and introduce such systems where they currently do not exist.	Q1 2012	Ongoing
12.4 Introduce policies to deal with cases of underperformance, which undermines staff motivation and public confidence.				
	i.	Devise and implement systems to deal with underperformance in the Civil Service.	Q4 2011	Q2 2012
	ii.	Ensure there is meaningful support by HR units and senior managers for managers who address and manage underperformance in the Civil Service.	Q4 2011	Ongoing
	iii.	Other sectors to identify and implement policies to manage and address underperformance.	Q1 2012	Ongoing
12.5 Review central sick leave policies in the Civil and Public Service with a view to improving performance and reducing absences.				
	i.	Review and revise sick leave arrangements and absenteeism policies in the Civil Service.	Q1 2012	Q3 2012
	ii.	Review and revise sick leave and absenteeism policies in other sectors.	Q1 2012	Ongoing
12.6 Strengthen the HR function in the Public Service.				
	i.	The Civil Service HR Directorate will: • Strengthen its own service delivery to Departments through development of a HR website and consolidation and streamlining of the Personnel Code; • Develop support and guidance material in a number of strategic HR areas; • Identify how to increase HR capability and upskill HR staff; • Review central policies relating to absenteeism and sick leave with a view to reducing absences; and • Review how sick leave is measured in the Civil Service to ensure comparability with other sectors.	Started	Ongoing
	ii.	Develop similar plans to strengthen the HR function in public bodies across all sectors.	Q1 2012	Ongoing
12.7 Review the grading structure of the Civil and Public Service and based on the review, assess the scope to reduce the number of management grades.				
	i.	Review the grading structure of the Civil Service – examine the number and distribution of	Q4 2012	Q2 2013

		management grades across the Civil Service, the % of the paybill accounted for by such grades and taking account of organisational needs and best practice, assess the scope to reduce the number of management grades.		
	ii.	Review the grading structure in other sectors of the Public Service and assess the scope to reduce the number of management grades.	Q4 2012	Q2 2013

13. Public Service Numbers, Workforce Planning and Redeployment

Recommendations and Action Plan	Start	End
13.1 Deliver a reduction in Public Service Numbers to 282,500 by 2015.		
i. Allocate further additional reductions across Departments / sectors.	Started	Q4 2014, Q4 2015
ii. Issue revised Employment Control Frameworks following completion of the Comprehensive Review of Expenditure.	Started	Q4 2011
13.2 Review application of the moratorium on recruitment and promotions to ensure maximum savings delivered while protecting front-line service.		
i. Issue guidelines on the appropriate application of the moratorium in light of the increased target for numbers reductions while ensuring service delivery is protected where possible.	Started	Q4 2011
13.3 Introduce exit mechanisms where appropriate.		
i. Administer effective exit mechanisms (e.g. early retirement, voluntary redundancy) for targeted organisations/groups or sectors as required.	Started	Ongoing
13.4 Ensure workforce planning arrangements and resourcing policies to support Departments in maintaining and developing organisational capability, having regard to the overall policy on numbers and payroll targets.		
i. Establish sectoral high level Manpower Planning Groups to address the operational and strategic consequences of the proposed Public Service numbers reduction in each Sector and report to a Central Strategic Planning Forum.	Q4 2011	Ongoing
ii. Consult with Departments and identify the workforce planning and skills requirements (including change and project management, economic and policy analysis and technical skills) for the Civil Service.	Q4 2011	Q2 2012

	iii.	Develop a Civil Service resourcing policy, including recruitment, redeployment and promotions policies which facilitate Departments to source the skills they need.	Q4 2011	Q2 2012
	iv.	Establish a central Strategic Manpower Planning forum in the Department of Public Expenditure and Reform to facilitate information and best practice exchange across the different parts of the Public Service.	Q4 2011	Ongoing
13.5 To maximise the potential for numbers reduction and to address emerging Government priorities on foot of the Comprehensive Review of Expenditure, put in place effective and flexible redeployment arrangements, in line with the Public Service Agreement. Greater mobility of public servants will facilitate rationalisation and support the move to greater use of shared services approaches and increased online service delivery.				
	i.	Maximise the use of the redeployment provisions in the Public Service Agreement.	Started	Ongoing
	ii.	Develop Resource Panels to ensure that surplus staff are made available to fill priority needs.	Started	Ongoing
13.6 Introduce legislative change to remove barriers to mobility across sectors in support of redeployment and also mobility across sectoral boundaries at senior level under the Senior Public Service.				
	i.	Develop a suitable vehicle for legislative reform to enable mobility across sectors and remove the statutory barriers in this regard.	Started	Q2 2012

14. Legislation and Political Reform

Recommendations and Action Plan	Start	End
14.1 The basis for many of the reforms set out in the previous sections of this Implementation Plan will need to be underpinned by appropriate legislative provisions to "hardwire" the reform programme, and some specific pieces of legislation have already been referenced. Specific actions here include, but are not limited to:		
i. Legislation to facilitate redeployment of public servants across sectoral boundaries.	Started	Q2 2012
ii. Review all relevant legislative provisions in relation to data sharing between public bodies and develop principles for the sharing of data. This should have regard to data protection legislation including the forthcoming Directive and consideration of any amendments which may be necessary in this regard.	Q1 2012	Q2 2012
iii. Legislation to support the planned agency rationalisation programme.	Q1 2012	Ongoing
iv. Legislation to support changes to Public Service pensions.	Started	Q1 2012
14.2 The programme for Public Service Reform set out in this plan will be undertaken in tandem with the ambitious programme of constitutional and political reform set out in the Programme for Government so that over the coming years there will be a fundamental change in democratic and public governance. Specific pieces of legislation are envisaged as part of the political reform programme including, but not limited to:		
i. Restoration of the Freedom of Information Act, and extension to all Public Bodies.	Started	Q2 2012*
ii. Regulation of lobbyists.	Q1 2012	Q1 2013*
iii. Legislation to protect whistleblowers and to protect confidential communications with members of the Oireachtas.	Started	Q2 2012*

* Planned Publication Date of Bill

Appendix II

Rationalisation of State Agencies

Rationalisation of State Agencies / Bodies

- The Programme for Government states that Public Service Reform will require a commitment from the whole of government to become more transparent, accountable and efficient. The radical streamlining of State Bodies will be a key deliverable of the reform programme.

- The Government believes that real benefit will come from a less crowded administrative landscape resulting in greater democratic accountability, less duplication of effort and clearer lines of responsibility for citizens.

- The Public Service Agreement 2010-14 (Croke Park Agreement) gives a commitment that compulsory redundancy will not apply in the Public Service (save where existing exit provisions apply).   The Agreement also sets out the redeployment arrangements that will apply under this programme, if required.

- The Government is proposing to:
    - (i)   press ahead resolutely with the rationalisation and reduction of State Bodies;
    - (ii)   introduce "sunset clauses" when new Bodies are created;
    - (iii)   have annual reviews on the continuing business case for all significant State Bodies;
    - (iv)   set a requirement for robust Service Level Agreements between Departments and State Bodies.

- Today the Government has demonstrated its commitment to reform and the pursuit of efficiencies by:
    - Deciding to proceed with the rationalisation of **48** Bodies by the end of 2012; and,
    - Nominating another **46** Bodies for critical review by the end of June 2012.

- These measures can be expected to deliver enhanced service efficiencies and a more focused and democratically accountable Public Service.

- The Government also recognises that Shared Services have the potential to transform the competitiveness of State Bodies, and will actively pursue this issue. Sharing of back-office administrative functions, e.g. HR, payroll, procurement etc. and other services will offer significant long term savings in the operation of State Bodies generally.

- The Government will insist on robust Service Level Agreements between parent Departments and State Bodies being put in place. These agreements will focus on outputs, accountability and efficiencies.

- From now on, all Departments must continually assess the business case for the State Bodies under their aegis.

- In the future, legislation to create a new State Body must include a "sunset clause" ensuring the Body will cease to exist after a predetermined date unless the Body's mandate is specifically renewed.

- The Government is determined that all State Bodies be fit for purpose.

Appendix IIa

Bodies to be Rationalised, Amalgamated or Abolished in 2012

Department of Education and Skills

	Body	Action
1	Further Education and Training Awards (FETAC)	Amalgamation of FETAC, HETAC & NQAI
2	Higher Education and Training Award Council (HETAC)	
3	National Qualifications Authority of Ireland (NQAI)	
4	Vocational Education Committees.	Reduce Number of VEC's from 33 to 16
5	Merge Irish Research Council for Science, Engineering and Technology	Merge Irish Research Council for Science, Engineering and Technology & Irish Research Council for the Humanities and Social Science into consolidated single council under HEA
6	Irish Research Council for the Humanities and Social Science	

Department of Jobs, Enterprise and Innovation

	Body	Action
7	Competition Authority	Merge Competition Authority & National Consumer Agency
8	National Consumer Agency	Primary legislation required
9	Labour Court	

	Body	Action
10	Labour Relations Commission	Rationalise the industrial relation / employee rights institutions - Labour Court, Labour Relations Commission, Employment Appeals Tribunal, National Employment Rights Authority, and Equality Tribunal into single agency
11	National Employment Rights Authority	
12	Employment Appeals Tribunal	
13	Equality Tribunal	
14	Forfás	Establish the scope to merge Forfás into the Department
15	City and County Enterprise Boards (35)	Review of City and County Enterprise Boards

Department of Environment, Community and Local Government

	Body	Action
16	Local Government Management Service Board	Merge Local Government Management Service Board & Local Government Computer Services Board into Local Government Management Agency
17	Local Government Computer Services Board	
18	Limerick Northside Regeneration Agency	Merge Limerick Northside and Limerick Southside Regeneration Agency into Limerick Local Authorities
19	Limerick Southside Regeneration Agency	
20	An Comhairle Leabharlanna (Library Council)	To be subsumed into an existing public body
21	Comhar (Sustainable Development Council)	To be integrated into the National Economic & Social Council (NESC)
22	Interim Housing and Sustainable Communities Agency	This agency incorporates the functions of the Affordable Homes Partnership, National Building Agency and Centre for Housing

		Research
23	Dormant Accounts Board	Discontinue Dormant Accounts Board

Department of Finance/ Department of
Public Expenditure and Reform

	Body	Action
24	Commission on Public Service Appointments (CPSA)	Merge Commission on Public Service Appointments with Ombudsman Office

Department of Health

	Body	Action
25	National Council for Professional Development of Nursing and Midwifery	Merge the National Council for Professional Development of Nursing and Midwifery into An Bord Altranais
26	Opticians Board	Merge into Health and Social Care Professionals Council
27	National Cancer Registry Board	Merge National Cancer Registry Board into HSE

Department of Justice and Equality

	Body	Action
28	Equality Authority	Merge to from new Human Rights & Equality Commission
29	Human Rights Commission	

Department of Arts Heritage and the Gaeltacht

	Body	Action
30	Irish Museum of Modern Art	Combine Irish Museum of Modern Art, Crawford Art Gallery and the National Gallery of Ireland, while retaining separate identities
31	Crawford Art Gallery	
32	National Gallery of Ireland	
33	National Archives	Merge National Archives and the Irish Manuscripts Commission into the National Library while maintaining separate identities
34	Irish Manuscripts Commission	
35	An Coimisinéir Teanga / Language Commissioner	Merge functions of Language Commissioner with Ombudsman Office. To be progressed in the context of the ongoing review of the Official Languages Act 2003
36	National Library	Department to examine the issue of shared services & the Board structure of both Bodies
37	National Museum	

Department of Transport, Tourism &Sport

	Body	Action
38	National Roads Authority	Merge NRA with Railway Procurement Agency
39	Irish Aviation Authority	Merge IAA with the Commission for Aviation Regulation
40	Commission for Aviation Regulation	
41	Irish Sports Council	Legislation to be published in 2012 to enable the merger of NSCDA with the Irish Sports Council in 2013
42	National Sports Campus Development Authority	
43	Shannon Development (Tourism)	Review role of Shannon Development (Tourism) and possible merger of functions

		into Fáilte Ireland
44	Dublin Regional Tourism Authority	Review role of DRTA and consider possible merger of functions into Fáilte Ireland

Department of Defence

	Body	Action
45	Civil Defence Board	Merge into Department

Department of Communications, Energy & Natural Resources

	Body	Action
46	Digital Hub Development Authority	Merge the Digital Hub Development Authority with Enterprise Ireland/IDA

Department of Children and Youth Affairs

	Body	Action
47	Ombudsman for Children	Merge back-office functions of the Office of the Ombudsman for Children into the Ombudsman/Information Commissioner's Office
48	Family Support Agency	Merge Family Support Agency into New Child & Family support Agency by 2013

The Family Mediation Service element has transferred into the Legal Aid Board |

Candidate Bodies for Critical Review by end June 2012

Department of Agriculture, Fisheries and Food

	Body
1	**National Milk Agency** Abolish or merge with Bord Bia.
2	**Irish Maritime Development Office** Subsume into the Marine Institute.
3	**Bord Iascaigh Mhara (B.I.M.)** Transfer functions of BIM into the Department.

Department of Communications, Energy & Natural Resources

	Body
4	**Commission for Communication Regulation** Merge with the Broadcasting Authority of Ireland.
5	**Broadcasting Authority of Ireland** Merge with the Commission for Communication Regulation.

Department of Education and Skills

	Body
6	**Expert Group on Future Skills Needs** Absorb into Department.

Department of Children and Youth Affairs

	Body
7	**National Education and Welfare Board**
	Review role of NE&WB in the context of the establishment of the new Child & Family Support Agency.

Department of Jobs, Enterprise & Innovation

	Body
8	**Advisory Council for Science, Technology and Innovation**
	Absorb into Department.
9	**National Competitiveness Council**
	Absorb into Department.
10	**Office of the Chief Scientific Adviser to the Government**
	Examine absorbing into Science Foundation Ireland.
11	**Shannon Development**
	Review future role of Shannon Development in the context of the Mid West Taskforce Report..

Department of Environment, Community & Local Government

	Body
12	**Environmental Protection Agency /** **Radiological Protection Institute of Ireland**
	Merge Environmental Protection Agency and the Radiological Protection Institute of Ireland.
13	**Local Authorities**
	On-going rationalisation of Local Authorities structures.
14	**Local Government Audit Service**

	Merge in the Office of the Comptroller & Auditor General
15	**Building Regulations Advisory Body** Absorb into Department

Department of Finance / Department of

Public Expenditure and Reform

	Body
16	**National Development Finance Agency** Merge National Development Finance Agency in to OPW/National Procurement Service**.**
17	**Valuation Office** Merge the Valuation Office, the Property Registration Authority and Ordnance Survey.
18	**Disciplinary Code of Appeals Board and the Independent Mediator** Abolish /Merge with new employment rights body listed under Appendix 1.
19	**State Laboratory** Merge Forensic Science Laboratory into State Laboratory.

Department of Foreign Affairs and Trade

	Body
20	**Development Education Advisory Committee** Role should be reviewed as part of review of 2006 White Paper on ODA included in Programme for Government.

Department of Taoiseach

	Body
21	**NESC**
	Abolish / disband along with the other bodies in the group (NESDO) having regard to the duplication of functions with the ESRI and the economic advisory role of the new Irish Fiscal Advisory Council.

Department of Health

	Body
22	**Mental Health Commission**
	Absorb into Patient Safety Authority.
23	**National Paediatric Hospital Development Board**
	Dependent on outcome of decision on hospital.
24	**Health Information and Quality Authority**
	The Programme for Government envisages the creation of a Patient Safety Authority incorporating HIQA with a licensing role.
25	**National Treatment Purchase Fund**
	The Programme for Government states that a new Hospital Care Purchase Agency will combine with the National Treatment Purchase Fund as part of the transition to a universal health insurance model.
26	**Health Insurance Authority**
	Future to be considered in context of proposed move to a system of Universal Health Care.
27	**Pre-Hospital Emergency Care Council.**
	Merge into Health and Social Care Professionals Council.

Department of Justice and Equality

	Body
28	**Property Services Regulation Authority** Merge with the Private Residential Tenancy Board.
29	**Reception and Integration Agency, Office of the Refugee Applications Commissioner & Refugee Appeals Tribunal** Rationalise various Refugee Structures.
30 to 32	**Property Registration Authority** Merge the **Valuation Office** & **Ordnance Survey Ireland** into the Property Registration Authority.
33	**Office of the Data Protection Commissioner** Amalgamate with the Office of the Ombudsman.
34	**Prison Visiting Committees** Reduce or merge Visiting Committees as there is now a Prison Inspectorate.
35	**Commissioners of Charitable Donations and Bequests** Subsume Commissioners of Charitable Donations and Bequests into proposed Office of the Charities Regulator.

Department of Transport, Tourism & Sport

	Body
36	**Medical Bureau of Road Safety** Merge with State Laboratory.
37	**Railway Safety Commission** Amalgamate as part of establishing a single transport safety body comprising Road Safety Authority, Railway Safety Commission, and the Maritime Safety Directorate.
38	**Road Safety Authority** As above.

Department of Arts, Heritage and the Gaeltacht

	Body
39	**Chester Beatty Library** Potential for shared service with other cultural institutions.
40	**Placenames Commission / An Choimisiúin Logainmneacha** Absorb function within Department.
41	**Heritage Council** Merge the functions of the Council into Department.
42	**Culture Ireland** Merge the functions of Culture Ireland into Department.

Department of Social Protection

	Body
43	**Pensions Board** Integrate regulatory functions with the Financial Regulator.
44	**Pensions Ombudsman** Merge with the Financial Services Ombudsman.

Department of Jobs, Enterprise & Innovation

	Body
45	**Companies Registration Office** Formal merge the Companies Registration Office and the Office of the Registrar of Friendly Societies.
46	**Office of the Registrar of Friendly Societies** As 45 above.

Appendix III

Decentralisation Projects

Table 1 - Decentralisation Projects to be cancelled

Projects with no accommodation or staff in situ

Location	Organisation
Arklow	NSAI
Athlone	Higher Education Authority
Ballinasloe	National Roads Authority
Carrickmacross	Social Protection
Carrick on Shannon	Inland Fisheries Ireland
Carrick on Shannon (Phase II)	Social Protection
Cavan/Portlaoise/Galway	HIQA
Claremorris (Phase II)	Office of Public Works
Donegal	Social Protection
Drogheda	Transport Tourism & Sport
Drogheda	Citizens Information Board
Drogheda	Local Government Computer Service Board
Drogheda	Railway Safety Commission
Drogheda	Social Protection
Dungarvan	OSI
Edenderry	FETAC
Edenderry	HETAC
Edenderry	NQAI
Enniscorthy	Bord Bia
Fermoy	Agriculture, Food and the Marine
Gaoth Dobhair (Phase II)	Foras na Gaeilge
Kanturk	Office of Public Works
Kildare	Office of the Revenue Commissioners
Kildare	Public Expenditure & Reform - CMOD
Kilkenny	Environment Community & Local Government
Kilkenny	Arts Council
Killarney	Irish Sports Council
Macroom	Agriculture, Food and the Marine
Mallow	Fáilte Ireland
Mitchelstown	CIÉ Group
Mullingar	Education & Skills
Naas	Health Service Executive
New Ross	Environment Community & Local Government
Portarlington	NEWB
Roscrea	Garda Ombudsman Commission
Shannon	Irish Aviation Authority
Waterford	Environment Community & Local Government
Wexford	National Building Agency
Youghal	Public Appointments Service
Youghal	Valuation Office
Total	**40 Projects**

Table 2 - Decentralisation Projects to be left in situ or advanced

Projects where permanent accommodation is completed, or due to be completed shortly

Location	Organisation
Athlone	Education & Skills
Ballina	Road Safety Authority
Buncrana	Social Protection
Carrick-on-Shannon (Phase I)	Social Protection
Clonakilty	Agriculture, Food and the Marine
Clonakilty	Sea Fisheries Protection Authority
Clonakilty	BIM
Cork	HIQA
Gaoth Dobhair (Phase I)	Foras Na Gaeilge
Killarney	Arts, Heritage & the Gaeltacht
Kilrush	Office of the Revenue Commissioners
Limerick	Development Cooperation, Foreign Affairs
Listowel	Office of the Revenue Commissioners
Longford	Irish Prison Service
Loughrea	Road Safety Authority
Loughrea	Transport, Tourism & Sport
Naas	Irish Auditing & Accounting Supervisory Authority
Na Forbacha	Arts, Heritage & the Gaeltacht
Navan	Coroners Service
Navan	Garda Civilian HR Division
Navan	National Property Services Regulatory Authority
Navan	Office of the Director of Probation Service
Navan	Office of the Revenue Commissioners
Newbridge	Department of Defence
Newbridge	Defence Forces
Newcastlewest	Office of the Revenue Commissioners
Roscommon	Property Registration Authority
Sligo	Social Protection
Tipperary Town	Private Security Agency
Trim	Office of Public Works
Tullamore	Finance
Wexford	Environment Community & Local Government
Total	**32 Projects**

Table 3 - Decentralisation Projects to be reviewed *

Location	Organisation
Athy	Office of Revenue Commissioners (Advance Party)
Birr	FÁS/Solas (Advance Party)
Carlow	Jobs Enterprise and Innovation (Advance Party)
Cavan	Communications Energy & Natural Resources (Advance Party)
Claremorris (Phase I)	Office of Public Works (Advance Party)
Curragh	Defence Forces
Clifden	Pobal (Advance Party)
Clonakilty	BIM
Dundalk	Sustainable Energy Ireland (Advance Party)
Limerick	Development Cooperation, Foreign Affairs
Newbridge **	Department of Defence
Portarlington	Data Protection Commissioner (Advance Party)
Portlaoise (for Portarlington)	Equality Tribunal (civil service) (Advance Party)
Portlaoise (for Portarlington)	NCCA (civil service) (Advance Party)
Portlaoise	Agriculture, Food and the Marine (Advance Party)
Roscommon	Property Registration Authority
Roscrea	Equality Authority (civil service) (Advance Party)
Shannon	Enterprise Ireland (Advance Party)
Tipperary Town	Justice & Equality (INIS) (Advance Party)
Thomastown	Health & Safety Authority (Advance Party)
Thurles	Garda Headquarters CGVU & FCPS (Advance Party)
Tubbercurry (for Charlestown)	Environment Community and Local Government (Advance Party)
Total	**22 Projects**

* The projects to be reviewed include some where permanent accommodation has been provided but where there are staffing shortfalls.

** To review HQ designation only