



**PUBLIC SERVICE AGREEMENT 2010-2014 (CROKE PARK AGREEMENT)**  
**PART A - PROGRESS ON DEPARTMENTAL / AGENCY ACTION PLAN**  
**For submission by 3 May 2011**

1. Better human resource management: <i>Actions to include under this heading include reductions in numbers, redeployment, reconfiguration of service delivery, revisions in attendance arrangements, better attendance and absence management etc.</i>			
Terms of Agreement 2010-2014 (refer to all relevant paragraphs)	Target Date as per Current Action Plan	Action*	Comment**
4.3	Ongoing	▶ A senior Management Working Group has prepared a framework to promote increase flexibility within the Department. A key element is temporary re-deployment of staff to priority areas.	Re-deployment of staff to priority areas is currently being implemented and staff are co-operating with same.
	Q1 & Q2 2011	▶ Preparation of a skills register	A Working Group was set up to examine this issue. They are currently finalising their report and will make recommendations to the MC in the coming weeks. The skills register will be used to assign staff resources to specific work areas that require certain skills set.
	Ongoing Implementation	The Department is participating in the FÁS graduate placement programme	The Department currently has 6 FÁS graduate in situ in the Department with an additional 4 due to take up placements in the coming weeks. The scheme has been a significant success in DCENR enabling valuable skills to be deployed whilst promoting valuable work experience for participants.
	End 2012 End 2013 End 2014	The Department expects to adhere to the revised ECF framework and make the required adjustments by the end of 2014 except for the end 2011 figure which may not be achieved until February	Staff returns at the end of Qtr 1 2011 were 263. Savings over the period end Qtr 1 2010 to end Qtr 1 2011 are detailed in Part B. This process will be ongoing over the course of the action plan. The Department is committed to fully meeting its 2011 - 2014 ECF target.
4.4	Q2 2011	<b>Attendance Management</b> Review and amend existing attendance management policy  ▶ Design and implement a new attendance management policy for all staff incorporating the new Department of Finance circulars on Sick Leave, a Typical Working and existing performance management tools such as PMDS.	Partially completed. The working group established to progress this action are currently finalising their report which will be submitted to Departmental Council. Quarterly sick leave reports (including costs) are now submitted to managers.
	Q2 2011	▶ Rollout of new attendance management policy	The Draft Attendance Management Policy will be discussed at Departmental Council on 19th May. Rollout will occur once this has taken place.
	Q3 2011	▶ Extension of electronic clock in for all staff	Discussions with the staff side are ongoing on this issue.
4.3	Ongoing	<b>Cross Stream Reporting</b> A more integrated approach to the management of key projects particularly those in the SMART Economy Framework for which DCENR and its agencies are responsible. This will involve establishing multi-agency teams (from within the DCENR family) with complimentary skill sets in policy areas of the Department.	The Department is actively working with other State Bodies under the umbrella of the Department to address the strategic challenges facing their sectors. Specific projects being delivered in conjunction with DCENR agencies include Retrofit (SEA) and DTT/ASO (RTE, ComReg and BAI). Further specific policy areas/work programmes will be identified whereby bodies/agencies will provide expertise to the Department and it is anticipated that cross-agency co-operation on these projects will commence shortly.  Consultation with the staff side has and will continue to take place.
		▶ Identification of projects in the Department in which staff from bodies associated with the Department could work along with Departmental staff in order to achieve sectoral objectives	
		▶ Working with bodies concerned to identify suitable candidates for cross sectoral teams	
		▶ Consultation with staff side	
		▶ Review of action	

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\*\* Please elaborate on status of Action if necessary

4.1 and 4.4	Q1 2011	<p><b>Assessment of Capacities Across All Sites</b> Consideration can be given to greater integration between the offices in Dublin and Cavan primarily by reconfiguring the distribution of functions undertaken in Dublin either wholly or partially to Cavan, while not increasing staffing numbers in Cavan.</p> <p>► Management Working Group to look at improved integration between Dublin and Cavan. This could mean the full or partial transfer of work to Cavan from Dublin</p> <p>► This group will report by the end of Q1 2011.</p>	<p>The report of the working group is currently being finalised and will be submitted to Departmental Council on 19th May. In the interim, with the MOU agreed with DAFF on the ISD Shared Service Project, staff resources in Cavan have become available for redeployment to new work within the Department. As a result, the new Rural Broadband Scheme will now be administered from both Cavan and Dublin without any requirement for additional staff. P&amp;T pension work using redeployed staff is also being transferred to Cavan. The working group report has also examined a number of other options and will make recommendations on same.</p> <p>As above.</p>
4.1 and 4.4	Q2 2011	<p><b>Review of switchboard contract</b> €100k/annum for telephonist services</p> <p>► Review existing contract for telephonist contract</p> <p>► Analyse workload</p> <p>► Consider non-renewal of contract and consider internalising it to Department</p>	<p>A review of the existing contract was undertaken and the working group on improved integration between Dublin and Cavan examined the option of internalising the service by moving it to Cavan where resources are becoming available through the ISD and Payroll shared services. It is proposed subject to management approval, to move the switch to an internalised service situated in Cavan by July 2011.</p>
<p><b>2. Better Business processes:</b> <i>Actions under this heading would include efficiency measures and improvements to the processes by which your Department/Body delivers its services to the public, including changes to the technology used, better data management, including around identity, and so on.</i></p>			
<b>Terms of Agreement 2010-2014 (refer to all relevant paragraphs)</b>	<b>Target Date as per Current Action Plan</b>	<b>Action*</b>	<b>Comment**</b>
4.1		<p><b>Reduce Non-pay Administrative Budget of Department by 14%</b></p> <p>► The actions outlined below in this section will contribute to these savings as well as contributing additional savings.</p>	Implemented in Budget 2011.
4.15	Q4 2010	<p><b>Shared Services ICT</b> Core IT service delivery to be provided for DCENR by the Dept. of Agriculture, Fisheries and Food</p> <p>► Agree Project Plan with DAFF</p>	MOU agreed with DAFF on an ISD Shared Service.
	Q1 2011	► Move existing servers from LGCSB including new hardware and virtualisation of all	A joint team has been set up to examine and progress this issue.
	Q2 2011	► Reduced reliance on external contractors	It is anticipated that progress on reducing the number of external contractors will be made by year end once the settling in period with Agriculture has passed and any issues arising have been resolved.
	Q3 2011	► DAFF to provide full day to day operations support.	DAFF to take over day-to-day operations support in May including the operation of the ISD Helpdesk.
4.15	Q2 2011	<b>Payroll Shared Services</b> Transfer the payment of employees salaries from this Department to the Department of Finance (DoF)	Scheduled for completion in Qtr 3 2011.
4.15	Ongoing	<p><b>Facilities Management Shared Services (see also Section following re review of contracts/service provision)</b> The Department is committed to participating where possible and appropriate to shared services arrangements and outsourcing. The Department is actively exploring the potential for</p> <p>► Sharing facilities management services with other Departments</p> <p>► Administering a number of services (building management, cleaning, security, catering, waste management etc.) via a single procurement/contract.</p>	<p>CSD are investigating options on consolidated services and has engaged in informal discussions with service providers in the area of facilities management.</p> <p>DCENR is also investigating via consultation whether opting to bundle a number of contracts to avail of economies of scale, may conflict with the national and EU public procurement rules particularly the accessibility/availability of contracts to small contractors. We are also considering a tender process to encourage innovation among the potential suppliers through the promotion of consortia or subcontracting in its tender documentation. This should avoid such conflicts. The Department consulted informally with two public bodies recently involved in similar exercises.</p>
	Indicative	Subject to satisfactorily identifying the requirements of an overall Facilities Management (FM) contract, the design of a comprehensive Request For Tender to present to the market.	

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4.15	Q1 2011	<p><b>Review of Contracts/Service Provision</b></p> <p>In addition to enhancing shared services where possible, the Department will actively review, on an ongoing basis, existing and future contractual arrangements for service provision. Initial targets under this action will include:</p> <p><i>Review of Accommodation</i></p> <ul style="list-style-type: none"> <li>▶ The scope to move some divisions/staff in outlying offices in Dublin resulting in savings in accommodation and facilities will be pursued.</li> </ul>	<p>The Department has recently reviewed service provision in a number of areas and estimate savings of €15,000 will be achieved from measures so far.</p> <p>Scheduled for completion in Q2 2011.</p>
	Q2 2011	<p><i>Review maintenance contract</i></p> <ul style="list-style-type: none"> <li>▶ Assessment and evaluation of maintenance requirements.</li> </ul> <p><i>Review of Department's Travel Policies</i></p> <ul style="list-style-type: none"> <li>▶ Identify increased efficiencies and cost effective travel policies/guidelines/advice for both domestic and foreign travel including increased use of video conferencing facilities.</li> </ul>	
	Q3 2011	<p><i>Review Department's other contracts</i></p> <ul style="list-style-type: none"> <li>▶ Assessment and evaluation of all other service contracts</li> </ul>	

**3. Delivering for the Citizen: Actions under this heading would include efficiency measures and improvements to the processes by which your Department/Body its services to the public, including changes to the technology used, better data management, including around identity, and so on.**

Terms of Agreement 2010-2014 (refer to all relevant paragraphs)	Target Date as per Current Action Plan	Action*	Comment**
4.13		<p><b>Develop the Department's website</b></p> <p>Better use of the website to drive efficiencies and provide a better service to the public on all activities of the Department; already data relating to the Geological Survey of Ireland (GSI), onshore and offshore exploration activities is available via the website to the public.</p>	<p>Comprehensive update of material on Department's website to take place by end Qtr 3. This will not achieve specific savings but will deliver a better service to the public.</p>

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