

Public Service Agreement 2010-2014 (Croke Park Agreement) Action Plan

Guidance Notes for Reporting Template

Reporting Period

1. The reporting period is the 6 months from April 2011 to September 2011.

Completing the Report

2. A summary list of bullets highlighting the main developments over the 6 month period should be included at the head of the document.
3. Include text to describe the progress made on each action specified in the Action Plan for the Department/Office/Agency under the '**Current Position**' column on the far right.
4. The text in each row or Action should be coloured as follows:
 - In **GREEN** if the Action has already been achieved, is underway and currently on time for delivery in accordance with the Plan;
 - In **ORANGE** if the delivery of the Action is substantially underway but is not likely to meet its specific target date;
 - In **RED** if there has been no tangible progress on the Action to date.
5. A statement of reasons for delay should be given in respect of any action highlighted in **ORANGE** or **RED** in the final column.
6. Any actions for which a timeframe for delivery under the Action Plan was given as either 'ongoing' or over the period of the Agreement, or equivalent, should only be marked in green if some progress has been made on the Action in the reporting period. Details of that progress should be provided in the '**Current Position**' column.
7. Where figures/estimates of savings being achieved are available, these should be noted also in the '**Current Position**' column.

Submitting the Report

8. Reports should be emailed to Alan Plummer (alan.plummer@per.gov.ie) and Bridie Cuddy-Smyth (bridie.cuddy-smyth@per.gov.ie), Implementation Body Secretariat by close of business on 18th October 2011. Telephone contact number is (01) 6045340.

Public Service Agreement 2010-2014 (Croke Park Agreement) Action Plan

TO BE RETURNED NO LATER THAN Tuesday 18TH October 2011

Department/Office/Agency: Department of Justice and Equality

1. Summary of Main Progress Achieved in the Six Month Period April 2011 to September 2011

- Staff Numbers : The Department is on target to meet its end 2011 ceiling, taking into account the transfer of certain functions (and associated staff) to the Department in April 2011.
- Financial Shared Services made over 99.5% of payments for the Department by Electronic Fund Transfer. All salary payments to Department staff are now made by EFT. While there is some further scope to increase EFT payments this action is now effectively completed.
- All fixed line and mobile telephony services for the Department and some agencies were re-tendered, evaluated and contracts awarded. Savings should be in the region of €40k - €50k in a full year.
- HR Division with assistance of IT Division has rolled out a number of enterprise-wide applications including a Leave Management Database, a PMDS Database, an online recruitment application (for recruitment and promotion competitions) and a Pension Service System.
- Irish Youth Justice Service continues to work on improving the effectiveness of garda diversion projects. The release of garda resources from the financial administrative burden (now carried out by 24 Community based organisations) is releasing significant time and resources to concentrate on planning crime related project work.
- INIS propose to assign a number of civilian staff to Dublin Airport to carry out certain functions as part of a pilot programme with a view to releasing members of An Garda Síochána for operational duties.
- Consolidation of activities and processing arrangements in INIS has resulted in a doubling of decisions in citizenship cases to 14,500 to date in 2011 compared with 2010.

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2. Detailed Progress Update for the 6-months – April to September 2011

1. Better human resource management: <i>Actions 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 the Public Service Agreement 2010 – 2014	Action	Target Date as per Current Action Plan	Current Position
4.3	In order to achieve the reduction in staff numbers contained in the Employment Control Framework, the Department will routinely review the deployment of staff across the Department and its Agencies; reassess Departmental priorities; and where necessary adjust staff resources accordingly. Changes will be supported, where necessary, by appropriate training.	2011-2014	Achieved & Ongoing: The Department is on target to meet its end 2011 ceiling, taking into account the transfer of certain functions (and associated staff) to the Department in April 2011. Whilst a formal revised ECF is awaited to reflect those transfers of functions and other changes to the categorisation of staff made since then; the Department will be within its end 2011 ECF 'ceiling'. HR Division is actively engaged with Line Divisions in supporting the maintenance of service levels and outputs through the effective deployment of serving staff.
4.3	All future promotions will be based on competition processes. The use of seniority and suitability for promotion purposes will no longer apply. The use of seniority/suitability for other purposes will be reviewed.		Achieved. There was one promotion competition concluded in 2011 which was based on a competitive process.
4.3	Implement new Attendance Management Policy and electronic leave system.	April 2011	Achieved: Attendance Management Policy launched in October 2010. Electronic Leave System (referred to as

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4.4, 4.13 (contd)	<p>In the context of the above review, reallocation of staff resources within INIS and its agencies (Office of the Refugee Applications Commissioner, the Refugee Appeals Tribunal and the Reception and Integration Agency) to address backlogs in targeted priority areas, (Note: this action will run in parallel with the implementation of the recommendations of the Value for Money Review of the Direct Provision System).</p> <p>Full staff mobility, flexible opening times, etc. to address unexpected demands, pressure points and changing priorities and requirements.</p>	<p>Re-allocation and training of staff Q1 2011; increased processing of cases 2011 onwards.</p> <p>Ongoing</p>	<p>Following the above mentioned review(s), functional responsibilities within a number of INIS Divisions have been re-aligned to further consolidate activities and to achieve greater coherence on service delivery. Staff resources have been reassigned accordingly. Priority work objectives have been agreed as part of the INIS Business Transformation Work Programme. The consolidation of activities within the ORAC and the RAT and a review of processing arrangements in the Long Term Residence Division have released staff for assignment to priority areas within INIS e.g. Repatriation and EU Treaty Rights Divisions. SMART Action Plans have been finalised in respect of all case processing areas with a view in particular to tackling priority backlogs in the Repatriation and Citizenship areas. Regarding citizenship, in 2011 to date a decision has been made in respect of some 14,500 applications which is more than double the total number of decisions made in 2010.</p> <p>See above re: staff flexibility. Also measures were put in place to ensure that peak demands that occurred over the summer months for re-entry visas were met through flexible working arrangements. Similar flexibility was used to address specific urgent demands including the fast-tracking of visa applications of doctors for the HSE. These arrangement ensured that no backlogs developed and cases were processed within required time limits.</p>

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<p>New Action</p> <p>Paragraph's 4.3, 4.16</p>	<p>It is proposed to assign a number of civilian staff to Dublin Airport to carry out certain entry control functions as part of a Pilot Programme with a view to releasing members of An Garda Síochána for operational duties.</p> <p>Developing an integrated children detention school service in Oberstown - Irish Youth Justice Service(IYJS)</p>	<p>Q4 2011/Q1 2012</p>	<p>Arrangements to introduce the pilot programme are being finalised.</p> <p>Significant progress has been made in relation to the centralisation of services and, as previously outlined, targets have been met.</p> <p>The most important item for detention schools in relation to the implementation of the Croke Park Agreement is the development of cross-campus mobility of staff between all 3 detention schools, under a centralised staff roster. The proposals for a cross-campus roster were discussed by the Board of Management of the detention schools on 12 October, 2011. It is expected that implementation of the roster will commence in late 2011 subject to discussions with the unions that may involve the LRC.</p>

2. Better Business Processes: *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.*

Terms of the Public Service Agreement 2010 - 2014	Action	Target Date as per Current Action Plan	Current Position
4.4, 4.13	<p>General administrative efficiencies including:</p> <p>Streamlining of procurement and invoice processing through direct access to electronic system for INIS staff and electronic issuing of purchase orders to suppliers;</p> <p>Examine delivery mechanisms of external services with a view to critically determining their levels and identifying opportunities for alternative more cost efficient delivery methods.</p>	<p>New purchasing procedures to be in place by end January 2011.</p> <p>Review of service delivery by February 2011 with implementation as soon as possible thereafter.</p>	<p>All new contracts are in place for translation and interpretation, cleaning services and all but one of the security contracts. The new purchase order systems within the organisation have been successfully installed.</p> <p>Reviews of the extent of requirements for certain services such as static security have been completed. The outcome was reflected in the tender requirements for the services as outlined above.</p>
4.15 4.14	The Financial Shared Services Centre, Killarney, will contribute to the delivery of shared payroll services for the Civil Service, in accordance with Government policy.	2011-2012	Further development dependent on Government decision.

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4.13 4.16	Automation of Accounts Payable in cooperation with the National Procurement Service.	2011-2013	<ul style="list-style-type: none"> • Underway <p>This matter is being progressed in the context of the National Multi-Stakeholder Forum on eInvoicing which has been established by the National Procurement Service in the OPW. It is a representative forum with a cross section of interested parties from Public Sector users to industry representatives, regulatory bodies such as the C&AG and National Standards Authority. The Forum has met on two occasions to date in 2011 and is progressing work on a standard e-invoice etc. and adoption of digital signature etc..</p> <p>Developments in relation to invoice automation/e-invoicing will also need to link in with the Public Sector Reform Plan which is being led by the Department of Public Expenditure and Reform. Developments in the area of invoice automation link in with at least 4 of the 14 cross-cutting initiatives envisaged in the Reform Plan- Procurement Reform, Business Process Reform, Shared Services and Financial Management.</p> <p>Therefore as policy decisions are made in relation to these areas including Shared Services, it will be possible also to consider how progress can be made on invoice automation, which should at that stage also be able to take on board, relevant output (e.g. outcome of consultative process, invoice standards etc.) from the National Forum on E-Invoicing.</p>

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4.16	Introduce electronic funds transfer for all payments to staff and suppliers of goods and services.	2011	<ul style="list-style-type: none"> Completed <p>Over 99.5% of payments made by Financial Shared Services for the Department are made by EFT. The percentage of payments made by EFT for all other client organisations is 98%. While there is some further scope to increase EFT payments this action is now effectively completed.</p>
4.15	<p>Increase extent of electronic payments towards 100% (Cosc)</p> <p>Increased use of eProcurement, Shared Procurement and inclusion of electronic invoicing as a requirement at procurement stage.</p>	Over next 6-12 months	<p>Progress reported in April 2011 continuing to be implemented. (Cosc)</p> <p>All requests for tenders offering contracts with a value above €25,000 are published electronically on www.e-tenders.gov.ie and on the Department's website. Other requests for tenders offering contracts of a value below €25,000 are circulated to suppliers electronically via email.</p> <p>The capability for suppliers to generate their invoices electronically is listed as desirable in all tender requests published into the public domain.</p>
4.13	Consider benefits of move to e-applications and e-audits in relation to grant schemes (Cosc – National Office for the Prevention of Domestic, Sexual and Gender-based Violence).	End March 2011	<p>Refined and streamlined evaluations to be rolled out for 2011/12 following review of the 2010 process.</p> <p>Revised grant application form devised in 2011 to facilitate streamlined data entry and to ensure effective integration of the application, evaluation and audit stages of the annual grant process.</p>

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4.15	<p>Maximum use of shared procurement opportunities, including all available National Procurement Service contracts to reduce costs of goods and services.</p> <p>Increased use of post-contract management to ensure delivery of benefits over life of contracts.</p> <p>Publication of forthcoming tender opportunities.</p>	Q4 2010- Q1 2011	<p>The Secretary General has given assurances that the Department and associated agencies are committed to only using contracts placed centrally by the National Procurement Service, other existing arrangements established by the Department, or arrangements made available by other Justice agencies /other Departments / CMOD / LGCSB etc. Justice Business Units and Agencies have been informed that they have no mandate to establish alternative arrangements in competition with those contracts which are already in existence and are available to use. If the need to initiate a new procurement is identified, then the interests of all organisations/agencies under the aegis of the Minister for Justice & Equality are reflected, if appropriate, and subject to established internal governance guidelines.</p> <p>There is now a much wider use of formal signed contracts and Service Level Agreements than hitherto, giving the Department etc. a stronger position with its vendors.</p> <p>Forthcoming tender opportunities are published on the Department's procurement web-page at the start of each year in order to inform the different markets of the Department's procurement intentions during the coming year.</p>
4.15	Phased development, subject to due diligence, of existing shared ICT service to a shared public service data centre to include servers and networks of IPS, FSS and Probation Service.	2011-2014	A report has now been compiled by the ICT Consolidation Group under the ICT Governance Group and has been submitted to the MAC for approval recommending a single consolidated ICT structure in the context of general ICT Shared Services proposals.

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<p>1.10, 4.1, 4.13,4.15</p> <p>4.13, 4.15</p> <p>Appendix: Service Delivery Options, para 2</p> <p>1.10, 4.1, 4.13, 4.15</p> <p>1.10, 4.1, 4.13, 4.15</p>	<p>Develop a cost effective unified communications system involving the elimination of PABX equipment, consolidation of telecommunications operators across the JLR Group, deployment and facilitation of video conferencing across the group and externally</p> <p>Further rollout of unified data applications which have been developed by the Department in recent years.</p> <p>Procurement competition for ICT services.</p> <p>Development of web-based customer and business partner services for Departmental agencies and reuse of that technology.</p> <p>Co-operation between IT units in Sector via Justice & Law Reform Sector ICT Governance Group.</p>	<p>1) Preparation of the specifications (including costs) & drafting tender documentation – Q2/Q3 2011. 2) Tendering by Corporate Affairs for supply of Fixed Voice & VOIP services – Q3 2011 (subject to D/Finance Sanction</p> <p>From Q1 2011</p> <p>New contract to be in place by end 2011</p> <p>Immediate and ongoing</p> <p>Immediate and ongoing</p>	<p>1) All fixed line and mobile telephony services for the Department and some agencies were re-tendered, evaluated and contracts awarded. Savings should be in the region of €40k-€50k in a full year. The project is being implemented at present. The installation of quantum boxes will facilitate the least cost routing of calls over our data network to the Government VPN.</p> <p>2) Fixed voice completed (see above) – Green. VOIP services will be further considered when the above project has been implemented and bedded down. The Department will then examine on a phased end of life basis the gradual replacement of existing PABXs. This will commence from early 2012.</p> <p>Phase 2 of the Leave Management System and a Corporate Risk Register have been rolled out across the Department.</p> <p>Contract Notice has been published and expressions of interest have been received. The RFT is currently being finalised with the CSSO and the Dept of Public Expenditure and Reform to allow its publication. It is hoped to award a contract by end 2011.</p> <p>Discussion forum for the Coroner’s Service has been completed. NDA online application forms completed.</p> <p>Justice & Equality ICT Governance Group now expanded to review all proposed expenditure to ensure compliance with the strategic development in the sector and to deliver essential services in an economically viable manner</p>

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<p>1.10, 4.1, 4.13, 4.15</p> <p>1.10, 4.1, 4.13, 4.15</p>	<p>Justice IT Shared Service providing a common set of IT applications for centralised desktop, data storage facilities and website templates across the Department and 23 other offices and agencies.</p> <p>Provision of IT Shared Service on an inter-Departmental basis to the equality agencies of the Department of Community, Equality & Gaeltacht Affairs.</p> <p>Development and deployment of enterprise-wide applications, including HR applications; providing information and services centrally to the Department and 23 office and agencies (approx 1800 people) availing of the IT Shared Service.</p>	<p>Immediate and ongoing.</p> <p>Immediate and ongoing.</p> <p>Immediate and ongoing.</p>	<p>considering the current tight budgetary constraints. The Governance Group was tasked with setting up a sectoral ICT Consolidation Group which has now reported to MAC.</p> <p>Equality functions now re-incorporated. Shared Service provides centralised IT services to approx 1,800 users in the Department and 25 agencies nationally and internationally and had an availability rate of 99.7% in 2010.</p> <p>Following re-allocation of responsibilities to the Department of Justice & Equality this is in place.</p> <p>Phase 2 of Leave Management System rolled out. Integration of Corporate Directory with Asset Database to track all assets by user has been completed.</p> <p>A PMDS database has been deployed across the Department which automatically copies RPFs from year to year and pre-populates IRFs and ARFs. The database allows for improved tracking, management and auditing of the PMDS process by HR Division.</p> <p>An online recruitment application (for recruitment and promotion competitions) has been rolled out which has reduced the administrative burden on HR Division in executing competitions.</p> <p>A pension service system has been rolled out across the Department to facilitate staff in establishing their career history and related pension entitlements.</p> <p>An Electronic Leave System (referred to as JustLeave) was launched at end March 2011 with the introduction of</p>

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4.15	Expansion of our Library Catalogue facility to staff desktops.	By end-June 2011	<p>electronic annual leave. Further enhancements were launched on 02 August 2011 to include maternity leave, adoptive leave, bereavement leave and force majeure leave. Development work continues on remaining leave schemes.</p> <p>Work has been completed. User testing is ongoing at this time and further discussions ongoing with business owner to deploy in November 2011.</p>

3. Delivering for the Citizen: *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.*

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4.13	Building joint cross sectoral agency approaches to common organisational issues. Development of cross-organisational arrangements within the Criminal Justice system in regard to goal sharing and common issues.	2011-2014	Remit of Criminal Legal Aid Task Force being expanded to identify and address further cross cutting savings measures.
4.13	<p>Greater use of information technology in INIS: Implementation of INIS case management system.</p> <p>Provision of on-line information to immigration and citizenship applicants on their specific applications; Subject to resource and IT capacity, roll-out online applications forms for all immigration services.</p> <p>Extension of E-Visa Biometrics system and consideration of expansion of DNA analysis to application processing.</p>	<p>To be delivered end 2011</p> <p>2011 onwards</p> <p>Biometric and DNA pilot projects to be reviewed by end 2011</p>	<p>On target for roll-out in quarter 4 of 2011.</p> <p>Being implemented as part of a further release of the new case management system (AISIP).</p> <p>Review of Pilot project completed. While the extension of biometric capture for visa applications to other locations remains under consideration, current funding constraints mean that it is unlikely that the project will be extended at this time. Expansion of DNA analysis continues to be examined.</p>
4.4, 4.13	<p>Process improvement and improved service delivery including:</p> <p>Review existing customer and communications practices and devise enhanced arrangements that are consistent with operational and business needs and priorities, the needs of customers and the resource envelope available in the immigration area.</p>	2011 onwards	Underway.

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	Examination and streamlining of existing INIS, ORAC, RAT and RIA work processing arrangements with a view to improving efficiency and reducing processing times. Continued application and ongoing review by ORAC and RAT of effective output targets in processing asylum applications and appeals respectively.	2011 onwards – review of citizenship applications procedures complete by March 2011	Criteria in respect of the "Without Condition as to Time" administrative scheme has been strengthened. Work has begun on designing application forms for general immigration categories of permission to remain. Criteria for the two Defacto Relationship Schemes i.e defacto relationship with an Irish National and Defacto Relationship with a non-EEA national, is currently being standardised. Proposals are currently being drawn up for a more comprehensive residence policy for non-EEA dependants of Irish nationals and non-EEA nationals, including spouses, partners, children and elderly dependent relatives. Documentation of processes is being undertaken as part of the delivery of the new Case Management System (AISIP) with detailed process mapping completed. (See also action point 1 above)
4.4, 4.13 (contd)	Implementation of new immigration regime for student visas.	2011 onwards - new Student regime from Jan 2011	The new regime came into force as planned on 1 January 2011. A special temporary support unit was established within INIS at no extra cost to deal with student queries on the new rules. The unit has dealt with some 3000 queries to date. The new regime was developed in consultation with major stakeholders and contributes significantly to Ireland's positioning as a quality destination for international students.

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	<p>Possible extension of use of commercial partners to operate Visa Application Centres providing customer facing (non-decision-making) services at offices abroad and to promote business and tourism related initiatives.</p> <p>Examination of the merits of continuance of some INIS administrative based schemes.</p> <p>Increased focus on co-ordinated investigative activity across INIS (including ORAC and RAT), the cornerstone of which will be improved domestic and international information exchange. Establishment of a single INIS wide Investigative Unit.</p>	<p>Options examined by March, 2011 (in conjunction with Department of Foreign Affairs)</p> <p>Review complete by March, 2011</p> <p>2011 onwards</p> <p>Q1 2011</p>	<p>Progress on this issue is linked to the proposal on the extension of biometric capture for visa purposes outlined above as this would be the primary purpose of using commercial partners.</p> <p>Completed. A number of priority schemes have been identified for development including revamping the existing regime for business permissions to create greater opportunities for entrepreneurs and investors. In addition the existing immigration categorisations have been reviewed and rationalised. The changes identified through this process will come on stream from early 2012.</p> <p>A Central Investigations Unit has been formally established. The transfer of staff to the unit and details regarding structures and operating procedures are currently being finalised.</p>
4.13 Chapter 1 – Service Delivery Option	<p>Review of Cosc (Office for the Prevention of Domestic, Sexual and Gender-based Violence) e-zine with a view to increased effectiveness.</p> <p>Transfer of the financial administration of 100 Garda Youth Diversion Projects from local Garda managed accounts to 24 community based organisations. (IYJS)</p> <p>Improved governance and accountability of Garda Youth Diversion</p>	<p>Mid-2011</p> <p>98% - Jan 2011 2% - Jun 2011</p> <p>2010 - 2011</p>	<p>Progress reported in April 2011 continuing to be implemented.</p> <p>IYJS continues to work on improving the effectiveness of garda diversion projects following the change of administration of financial management of projects from Garda stations to the 24 Community Based Organisation (CBO) run accounts. (The 2% target of June 2011 has not</p>

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4.15	<p>Projects. (IYJS)</p> <p>Creation of a new shared service facilities in Medico-Legal Laboratories between Office of the State Pathologist and the Dublin City Coroner (Dublin City Council)</p>	2012	<p>been met due to changes in the management arrangements of 2 CBOs. IYJS has postponed the transfer in these cases. It is anticipated that the new arrangements will be put in place during 2012) The consequential release of garda resources from the financial administrative burden is now enabling significant time and resource availability both locally and in the national office, to concentrate on planning crime related project work. This work will enable more effective responses to youth offending including improved targeting mechanisms, improved intervention. To support improved effectiveness, during 2011 a new communication protocol has been developed and will become operational shortly. The protocol facilitates the improved delivery of garda projects in the areas of finance and implementation of the ongoing development programme currently being progressed across garda project. Some examples of programme development include: (i) A risk assessment tool has been rolled with training provided to all staff and JLOs. (ii) The On line Forum is expanding and supporting exchange of ideas/information. (iii) The number of trial sites developing best practice models are also being expanded.</p> <p>Project to be re-tendered in the near future but date of completion subject to the extent of the capital funding made available.</p>