

**PUBLIC SERVICE AGREEMENT 2010-2014 (CROKE PARK AGREEMENT)**  
**PART A - PROGRESS ON DEPARTMENT OF JUSTICE AND EQUALITY ACTION PLAN**  
**For submission by 3 May 2011**

<b>1. Better human resource management</b> : <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>			
<b>Terms of Agreement 2010-2014</b> <i>(refer to all relevant paragraphs)</i>	<b>Target Date as per Current Action Plan</b>	<b>Action*</b>	<b>Comment**</b>
4.3	2011-2014	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.	Ongoing: The Department is on target to meet its end 2011 ceiling  Numbers as at Q1 2010 (with salaries paid from Vote 19) were 2213* Numbers as at Q1 2011 (with salaries paid from Vote 19) were 2136* This represents a 3.5% reduction in staff numbers.  * Above figures represent a "like for like" comparison taking into account the transfer of Equality functions to Department CEQA in June 2010.
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
4.3	,April 2011	Implement new Attendance Management Policy and electronic leave system.	Underway: Attendance Management Policy launched in October 2010. First phase Electronic Leave System launched end March 2011 & further phases to 'go live' by year end.

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4.3		Cross-stream reporting will be the norm where organisational and business requirements dictate.	
4.3		Use of the Performance Management and Development System (PMDS) to drive performance and to deal with instances of underperformance.	Underway: Compliance with PMDS in 2010 was at 93%. HR staff have attended Department of Finance workshops on underperformance and will be rolling out initiatives across the Department in 2011.
4.4, 4.13	Early 2011	Finalise internal review of INIS operations identifying efficiencies to be achieved in the context of reduced financial resources, including identifying priority services, review of costs and staffing, and allocations of resources.	The review of INIS operations, costs and staffing has been completed. This review has identified baseline data to the end of 2010 relating to staffing deployment, units of production and associated costs (where relevant) in respect of all INIS Office /Divisional Units. This data will be updated and reviewed quarterly under the INIS Business Transformation Programme to confirm that processing and cost reduction efficiencies are being achieved and to inform future decisions relating to staffing deployments.
4.4, 4.13 (contd)	Re-allocation and training of staff Q1 2011; increased processing of cases 2011 onwards.	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).	Following the above mentioned review, 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 are now being finalised in respect of all case processing areas with a view in particular to tackling priority backlogs in the

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	Ongoing	Full staff mobility, flexible opening times, etc. to address unexpected demands, pressure points and changing priorities and requirements.	Repatriation and Citizenship areas.  See above re: staff flexibility. Also measures are in train to ensure that peak demands such as occurs over the summer months for re-entry visas, are met through flexible working arrangements.
Paragraphs 4.3, 4.16	2010-2011	Developing an integrated children detention school service in Oberstown - Irish Youth Justice Service (IYJS)	The IYJS continues to work with the Board of Management, Unions and the management of the 3 children detention schools towards a number of improvements in their operation including measures to integrate them and standardise procedures. A number of integrated policies have been rolled out, including reviewing the bed management process ( i.e. making beds available to the courts), the education framework, financial procedures and administrative policies. Progress has been made in relation to the centralisation of services in schools - payroll transferred to the Financial Shared Services of Justice in January, 2011, catering and laundry services centralised in December 2010 and centralising laundry, maintenance and administrative services. Proposals are currently to hand regarding rationalising future staff rostering arrangements. This process is due to commence in April, 2011 and will lead to more flexible staffing and campus wide rostering arrangements enabling the effective deployment of staff where required.

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**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 Agreement 2010-2014 (refer to all relevant paragraphs)	Target Date as per Current Action Plan	Action*	Comment**
4.3	Ongoing  Review of service delivery by February 2011 with implementation as soon as possible	Implementation of: Process improvement in order to maintain services  Administrative efficiencies including examining delivery mechanisms of external services with a view to critically determining their levels and identifying opportunities for alternative and more cost efficient delivery methods.	Ongoing
4.15 4.14	2011-2012	The Financial Shared Services Centre, Killarney, will contribute to the delivery of shared payroll services for the Civil Service, in accordance with Government policy.	
4.13 4.16	2011-2013	Automation of Accounts Payable in cooperation with the National Procurement Service.	Delayed Will be progressed in the context of the National Forum on eInvoicing to be established shortly by the National Procurement Service in the OPW.
4.16	2011-	Introduce electronic funds transfer for all payments to staff and suppliers of goods and services.	On target Annually 1,447,157 payments are made by Financial Shared Services Centre, 91.67% of which are EFT. Work is continuing to increase this percentage.
4.15	Over next 6-12	Increased use of eProcurement, Shared Procurement and	The Procurement Strategy Group's 2011 Business Plan commits

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	months	inclusion of electronic invoicing as a requirement at procurement stage	to reducing the eTenders publishing threshold to €10k to drive greater procurement opportunities for the mirco business and SME sector. In addition, modifications to Supply Agreement Database to enhance functionality and improve data quality have been commissioned. Pending central Government (NPS) exploration of implementation of e-Invoicing, all contracts now being placed provide for consolidated monthly invoices submitted electronically.
4.13	End March 2011	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).	Review has led to streamlined application from and data-entry system. Evaluation of 2010 projects submitted electronically. E-application to be discussed further at meeting with stakeholders representatives later in 2011.
4.15	Q4 2010 - Q1 2011	Maximum use of shared procurement opportunities, including all available National Procurement Service contracts to reduce costs.  Increased use of post-contract management to ensure delivery of benefits over life of contracts.  Publication of forthcoming tender opportunities.	Improved collaboration with all other agencies under the aegis of the Minister are integral elements of the 2011 Business Plan. The Department continues to use all contracts provided by NPS and supports all moves towards improved aggregation of procurement in areas such as software licencing.  Active engagement with suppliers to ensure better outcomes from our procurement effort has begun.  Forthcoming tender opportunities are published on the Department's website, all tenders above €10k are now published to etenders.
4.15	2011-2013	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.	Work has commenced to identify options for progressing this project. There may be considerable frontloaded capital cost before savings can be realised therefore full cost/benefit analysis of all options will be required.

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1.10, 4.1, 4.3, 4.15	<p>1) Preparation of the specifications (including costs) &amp; drafting tender documentation - Q2/Q3 2011.</p> <p>2) Tendering by Corporate Affairs for supply of Fixed Voice &amp; VOIP services - Q3 2011 (subject to D/Finance sanction).</p>	Develop a cost effective 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>1) Routing of voice traffick across Sector's existing data network with consequent elimination of duplication and associated cost reductions in telecommunication costs.</p> <p>2) Ancillary benefits such as saving in travel time and expenditure arising form the increased use of video conferencing.</p> <p>With regard to Tendering by the Department for supply of Fixed Voice &amp; VOIP services - Q3 2011 the Department is ahead of schedule regarding the Fixed Voice element and expects to award a contract in mid May 2011. The Department anticipates full year savings of at least €50k but it may be more because as part of the overall review the Department will be examining and accounting for ALL fixed lines into the Department's offices. This may allow the Department to eliminate a whole range of lines for which it is currently paying.</p> <p>The VOIP Project will take place later in 2011 as part of the follow on from the current project.</p>
4.13, 4.15	From Q1 2011	Further rollout of unified data applications which have been developed by the Department in recent years	Corporate Directory, performance management, business planning and leave management applications have been rolled out across the Sector.
Appendix: Service Delivery Options, para 2	New contract to be in place by end 2011	Procurement competition for ICT services.	Contract Notice with the Dept of Finance for Sanction to publish. Main tender document being revised in conjunction with Chief State Solicitor's Office
1.10, 4.1, 4.13, 4.15 Appendix: Service	Immediate and ongoing	Improved co-operation between IT units in Justice Sector via more effective use of the Justice & Law Reform Sector ICT	No developments to report

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Delivery Options, para 2		Liaison Group (in existence since 2009).	
1.10, 4.1, 4.13, 4.15	Immediate and ongoing	Development of web-based customer and business partner services for Departmental agencies and reuse of that technology.	Corporate directory, performance management, business planning and leave management applications have been rolled out across the sector. Discussion Forum for the Coroner's Service under development.
1.10, 4.1, 4.13, 4.15	Immediate and ongoing	Co-operation between IT units in Sector via Justice & Law Reform Sector ICT Liaison Group.	Justice & Equality ICT Governance Group established to give strategic oversight to ICT development in the Sector. First meeting took place on 12 April 2011.
	Immediate and ongoing	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.	Service is being expanded to include additional functions incorporated into the Dept of Justice & Equality and to reincorporate equality functions.
1.10, 4.1, 4.13, 4.15	Immediate and ongoing	Provision of IT Shared Service on an inter-Departmental basis to the equality agencies of the Department of Community, Equality and Gaeltacht Affairs.	Overtaken by events. Value of Shared Service shown by ease with which equality agencies were reincorporated into the Department compared with the policy divisions which had been removed from the Shared Service and transferred to the new Department.
1.10, 4.1, 4.13, 4.15	Immediate and ongoing	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.	New Secure Payroll Data Transfer Facility developed and first phase rolled out between HR Division and Financial Shared Services. Testing has commenced between FSS and Courts Service. Planned to roll-out to all Departments drawing payroll services from FSS. Comprehensive Corporate Directory rolled out to all Justice Sector agencies. Phase One of electronic leave management system deployed.  A PMDS database has been deployed across the Department.

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			<p>The database automatically copies RPFs from year to year and repopulates IRFs and ARFs. The database allows for improved tracking, management and auditing of the PMDS process by HR Division.</p> <p>Implementation of an online recruitment application (for recruitment and promotion competitions) 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>
4.15	By end June 2011	Expansion of our Library Catalogue facility to staff desktops.	Data migration issues being worked through but on schedule for target roll-out date.
Chapter 1 - Service Delivery Option	98% - Jan 2011 2% - Jun 2011  2010-2011	Transfer of the financial administration of 100 Garda Youth Diversion Projects from local Garda managed accounts to 24 community based organisations. (IYJS)  Improved governance and accountability of Garda Youth Diversion Projects. (IYJS)	As part of the programme to improve garda youth diversion project effectiveness the IYJS has put structures in place to change financial management of projects from Garda run accounts in Garda stations to Community Based Organisations (CBO) run accounts. There are 20 independent companies running 20 Garda projects, 38 projects are run by 2 main CBO's - Foroige and CYC. 38 projects are administered through the Youth Work Ireland network with Ógra Chorcaí being responsible for the other projects. The transfer of the financial administration of the projects occurred on 1st January, 2011. It has resulted in increased effectiveness for the IYJS by a reduction in payment processing from over 800 annual payments to less than 200 annual payments thus enabling concentration on increased monitoring of value for money in the projects. For the Financial Shared Services in Killarney it has resulted in a reduction in time spent processing payments. The civilianisation of this process releases Gardaí from the financial administrative burden providing significant time and resource availability both locally and in the national office, to concentrate

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			<p>on crime related project work.</p> <p>The transfer of financial governance will lead to more effective responses to youth offending including targeting mechanisms, improved intervention which are evidence led, improved resource application and outcomes and measurement tools.</p>
4.4, 4.13	<p>New purchasing procedures to be in place by end January ,2011 (INIS)</p> <p>Review of service delivery by February 2011 with implementation as soon as possible thereafter. (INIS)</p>	<p><b>General administrative efficiencies including:</b> 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 more alternative cost efficient delivery methods.</p>	<p>Significant progress has been made in putting in place new Framework Agreements for a range of services including Translation &amp; Interpretation, Security Services, cleaning services, etc. Supplementary Tenders have now issued and will be put in place shortly and are expected to yield significant efficiency savings. These savings will be reflected in returns from the next quarter onwards. The introduction of new purchase order systems are nearing completion within the organisation and will be extended to electronic issue of purchase orders in the next quarter.</p> <p>Reviews of the extent of requirements for certain services such as static security have been completed. The outcome is reflected in the tender requirements for the services as outlined above.</p>

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**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	2011-2014	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.	Ongoing
4.13	To be delivered end 2011  2011 onwards  Biometric and DNA pilot projects to be reviewed by end 2011.	<b>Greater use of information technology for example in INIS:</b> Implementation of INIS case management system.  Provision of on-line information to immigration and citizenship applicants on their specific applications; Subject to resource and IT capacity, roll-out online application forms for all immigration services.  Extension of E-Visa Biometrics system and consideration of expansion of DNA analysis to application processing.	On target for roll-out in quarter 4 of 2011.  Being implemented as part of the new case management system (AISIP)  Review of Pilot project completed. Extension of biometric capture for visa applications to other locations is under consideration.
4.4, 4.13	2011 onwards  2011 onwards - review of citizenship applications procedures complete by March 2011	<b>Process improvement and improved service delivery :</b> 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.  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	Underway.  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

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		respectively.	National and Defacto Relationship with a non-EEA national, is currently being standardised. Options are being explored in relation to a residence policy for non-EEA elderly dependants of Irish nationals and non-EEA nationals. Documentation of processes is being undertaken as part of the delivery of the new Case Management System (AISIP) with detailed process mapping due for completion shortly. (see also action point 1 above)
	2011 onwards - new student regime from Jan 2011	Implementation of new immigration regime for student visas.	The new regime came into force as planned on 1 January 2011. A special support unit was established within INIS at no extra cost to deal with student queries on the new rules. The new regime was developed in consultation with major stakeholders and contributes significantly to Ireland's positioning as a quality destination for international students.
	Options examined by March, 2011 (in conjunction with Department of Foreign Affairs)	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.	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.
	Review complete by March, 2011	Examination of the merits of continuance of some INIS administrative based schemes.	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.
	2011 onwards	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.	Details regarding the structure, role and operating procedures of the Investigative Unit are being finalised and discussions focusing on a coordinated approach to investigations are taking place with other Departments and state agencies. The new unit will be fully operational by the end of quarter 2, 2011.
	Q1 2011	Establishment of a single INIS wide Investigative Unit.	
4.13	Mid-2011	Review of Cosc (Office for the Prevention of Domestic, Sexual and Gender-based Violence) e-zine with a view to increased effectiveness	E-zine now issued quarterly. Link to e-zine now available on Cosc.ie website. Link to sign up to receive e- zine webpage now included on all emails to Cosc stakeholders to ensure

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			maximum take-up.
Chapter 1 - Service Delivery Option	98% Jan - 2011 2% - Jun 2011  2010-2011	Transfer of the financial administration of 100 Garda Youth Diversion Projects from local Garda managed accounts to 24 community based organisations. (IYJS)  Accountability and effectiveness of Garda Youth Diversion programmes. (IYJS)	
4.15	2012-	Creation of a new shared service facility in Medico-Legal Laboratories between Office of the State Pathologist and the Dublin City Coroner (Dublin City Council)	Modern, cost effective, post-mortem laboratory and mortuary facilities allowing for more efficient and effective investigation of suspicious.

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