

*Department of Arts Heritage and the Gaeltacht
Public Service Agreement 2010-2014 (Croke Park Agreement) Action Plan*

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

1. Staffing Levels and Structures <ul style="list-style-type: none"> • Resources • Recruitment & Redeployment • Attendance Patterns & Management • Performance Management & Promotions 			
Terms of the Public Service Agreement 2010-2014	Action	Target Date as per Current Action Plan	Current Progress
<i>1.1 & 1.3: Reduced Resources and Implementation of Employment Control Framework</i>	<p>The Department of Arts, Heritage and the Gaeltacht was established on 1 June 2011. The newly established Department will perform its duties and deliver on its mandate with a significantly reduced staffing cadre in the future.</p>	Ongoing	Staffing reductions across Departments which previously had responsibility for the functions now vested in the Minister for Arts, Heritage and the Gaeltacht were on target and reductions of 10% in staffing had been achieved by June 2011. Savings on payroll were also achieved.
	<p>In line with our Employment Control Framework (ECF), which has recently been agreed with the Department of Public Expenditure and Reform, we will reduce the number of civil servants across the Department and the non-commercial State-sponsored bodies funded from our Vote Group by 53 at end-2014 and meet our ECF target of 589.</p> <p>We will also reduce the number of public servants serving in the non-commercial State-sponsored bodies funded from our Vote Group by 160 at end-2014 and meet our ECF target of 939 in this regard.</p>	End-2014	Reduction in staff serving will be met
	<p>In 2012, our structures will be further reviewed in order to enhance coherence and ensure that staffing resources continue to be allocated to</p>	Review to commence	

	the areas of greatest need in the Department. In addition, the staffing requirements for particular schemes/programmes will be further considered in the context of the Spending Review.	January 2012	through the implementation of the moratorium on recruitment and promotion and redeployment where possible.
<i>1.7: Flexible redeployment</i>	<p>In order to reduce public service numbers and to meet the number reduction target set down in its Employment Control Framework, the Department will, as required, secure the redeployment of civil servants and the staff of non-commercial State-sponsored bodies funded from its Vote Group in accordance with the redeployment arrangements set out in Chapter 6 of the Agreement.</p> <p>We will introduce a central system to oversee optimal deployment of staff resources.</p> <p>Responsive and flexible allocation of staff to meet specific strategic priorities will continue. In 2012, the following areas have been identified as priority and actions arising will be delivered through appropriate redeployment of staff across the Department, from within existing resources:</p> <ul style="list-style-type: none"> • Compliance with EU Directives across the heritage functions; • Cultural & Heritage Tourism Agenda; • Establishment of an Implementation Unit to direct the roll out of the 20 Year Strategy for the Irish Language 2010-2030; • EU Presidency Planning; 	<p>Ongoing</p> <p>Immediate</p> <p>Ongoing</p>	Allocation of resources to areas of greatest need & continued delivery of priority and critical services to the public.
<i>1.7 & 4.3: Flexible Redeployment</i>	In order to meet the ECF targets set for the Department, any staff (civil servants or NCSSB staff funded from the Department's vote) surplus to current and anticipated business needs will be made available for redeployment, including under the agency rationalisation programme.	Ongoing	A review of staffing across the Department is underway. The purpose of this

	<p>2011, in line with business needs, including attendance requirements, shift and attendance patterns, reporting arrangements and overtime patterns. Alternative work practices or patterns of attendance will be implemented as necessary, maximising flexibility. E-working options will be explored, and a review of the flexi-time system will be undertaken to ensure that the requirements regarding working hours are applied effectively and on an equitable basis for staff.</p> <p>Following the appointment of a new Director of Irish Language a review of the staffing structure under the remit of the Director was undertaken, having regard to the 20 Year Strategy for the Irish Language 2010-2030. The review included a critical appraisal of the role of the Department's Stiúrthóirí/Stiúrthóirí Cúnta (Departmental grades at AP (3 officers) and HEO (3 officers) levels, respectively).</p>	June 2011	This review is now completed and the recommendations have been implemented.
4.7 & 4.8: <i>Work-life balance policies</i>	We are committed to providing a range of appropriate flexible working arrangements to help staff combine employment with other responsibilities and achieve a greater work life balance. Given the significant uptake by existing staff of these arrangements, future capacity to maintain current participation will be examined as the balance between meeting our strategic and business objectives and the high levels of flexibility of these initiatives will be assessed.	January 2012.	Continued delivery of services in context of reduced staffing.
4.10 <i>Managing sick leave</i>	<p>The Department will fully implement Circular 09/10, entitled <i>Management of Sick Leave</i>.</p> <p>The Department will manage sick leave more effectively with a target of a 10% reduction in days lost by end 2011 with further reductions thereafter, in accordance with the new sick leave circular.</p> <p>Arrangements will be enhanced to ensure that appropriate procedures are in place and are implemented in order to promptly record, monitor and analyse sick leave, through the HRMS and Flexi systems. Reporting will occur on a regular basis.</p>	<p>Ongoing</p> <p>Ongoing</p>	The Department has systems (HRMS & Flexi Time) in place for the monitoring and recording of sick leave absences with appropriate advance warnings in place regarding uncertified/ certified sick leave thresholds. Long

			term sick leave cases are monitored, including referral to the CMO for advice.
<i>4.11 Merit-based, competitive promotion policies</i>	<p>During 2011, we will work towards a system where all promotions are competitive and merit-based.</p> <p>We will carry out an analysis of the skills needed for the Department to discharge its functions effectively, including how best to develop/acquire the necessary skills identified, including through open recruitment where this is the most appropriate.</p> <p>We will explore the potential for meeting future skills needs and developing our own staff, through exchanges of appropriate duration between organisations or secondments, where appropriate.</p>	<p>2014</p> <p>March 2012</p> <p>Ongoing</p>	<p>Skills audit to be conducted and analysed. Results to be fed in to the Department Learning and Development Framework.</p> <p>Staff performing to highest standards possible. Improved alignment of staff skills with the requirements of a modern high-performing Department, leading to new capabilities and improved capacity as an organisation.</p>
<i>4.12: Performance Management</i>	Active engagement in the PMDS Review process and implementation of recommendations once finalised. A Learning and Development Framework, linked to the Department's HR Strategy will be developed to meet training needs and skills deficits arising across the Department.	2011 Annual Review forms have been revised in line with central	PMDS is ongoing in the Department and compliance rates are being measured and

	<p>Promotion and incremental progression is linked to performance.</p> <p>Compliance levels with the PMDS process will be monitored centrally in the Department and a report in this regard will be furnished to MAC on a quarterly basis. We are committed to:</p> <ul style="list-style-type: none"> • prioritisation of staff management standards in the context of PMDS; • reviewing approaches taken to performance management across the Department; • linking promotion and incremental progression in all cases to performance; • implementation of appropriate systems to address under-performance, including, where appropriate, training and, where necessary, through disciplinary procedures; • reviewing our mobility policy to better balance staff and business needs; • reviewing our skills needs and considering how best to acquire the skills identified; and • introducing a central system to verify that all staff are appropriately deployed and utilised. 	<p>agreement and implementation of the Review will be ongoing throughout the Agreement.</p> <p>Ongoing</p>	<p>monitored.</p> <p>Learning and Development objectives for 2012 currently being developed in consultation with senior management across the Department.</p>
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2. Better Business Processes			
<ul style="list-style-type: none"> • Inspection Services • Shared Services • Cross Functional Working 			
Terms of the Public Service Agreement 2010-2014	Action	Timeframe	Progress
1.10 <i>Organisational rationalisation and or restructuring to improve service delivery</i>	<u>Enhanced Procurement Measures</u> Undertake review of procurement procedures in the new Department and develop Departmental Procurement Policy for use across all purchasing sections. In the context of new Departmental configuration, consolidate and renegotiate major service contracts (e.g. utilities, telephony, consumables etc.) where possible.	To end 2014	Procurement Officer appointed for new Department and standardised Departmental procurement procedures issued to all staff. Procurement policy currently under development.
	<u>Centralised Public Notices/Advertisements</u> Explore all options for centralised and/or more cost effective approach to public notices (e.g. Telephone directory entries notices re Departments' Christmas opening hours and public consultations on preparation of Strategy Statements).	Ongoing to end 2014	Significant savings of over €35,000 achieved, for example, on 2012 Eircom telephone directory entry.
	<u>Office Accommodation</u> In consultation with OPW, consolidate and make more effective use of office space, where possible, in all Departmental locations.	Ongoing to end 2014	Work is currently ongoing with the OPW to optimise use of office accommodation in a number of NPWS regional locations and in Dublin.

<p><u>Online Publication of Documents</u> In order to reduce its printing and publication costs, the Department will migrate towards the online publication of its reports, with hard-copy printing occurring only on demand.</p>	<p>Ongoing to end 2014</p>	<p>Guidance issued to staff. Built Heritage Guidance and Government Policy on Architecture Annual Report 2009-2010 publications on-line.</p>
<p><u>Switchboard/Telephonist Services in Dublin Office</u> Options to be examined to deliver externally provided switchboard services in-house.</p>	<p>2011 / 2012</p>	<p>Review underway.</p>
<p><u>Supply of Landline Telephony</u> Examine and implement options for more cost effective telephony services across new Department, including options for shared services with other Government Departments.</p>	<p>2011/ 2012</p>	<p>Work ongoing to determine options for more cost effective, integrated system for main Departmental locations. Re-tendering for supply of landline telephony in Killarney completed.</p>
<p><u>Greater Use of Electronic File Storage</u> The Department currently outsources the physical storage of its archive files. The Department will explore options for the greater use of electronic file storage for its archives rather than physical file storage.</p>	<p>To end 2011</p>	<p>Exploration of options ongoing as part of a document management systems pilot</p>

		deployment planned for end of 2011.
<p>Reduction in duplication of effort: Internal reorganisation within the Department, refocusing of effort of our agencies and new work arrangements with other public sector organisations will be implemented:</p> <ul style="list-style-type: none"> • e-Planning: Reduction in duplication of effort; refocusing of effort of new work arrangements with public sector organisations; electronic payment systems to facilitate online submission of observations on planning applications; on-line submission of most types of planning applications and appeals. • Pursuing scope for the Public Appointments Service to take over the Department's seasonal competitions for industrial staff. • In consultation with the OPW, examining opportunities for increased efficiencies in the National Monuments Services of the two Departments. • Completion of the Strategic review of business functions within BH&AP including review of the operation of Part IV of the Planning and Development Act 2000 (conservation and protection of the architectural heritage). • Finalisation of organisational review of the National Parks and Wildlife Service (NPWS) and undertaking Geographic Work Demands Study as necessary. In parallel, discussions with other public service organisations carrying out work of relevance to NPWS i.e. EPA, Inland Fisheries Ireland, Teagasc, to identify synergies and eliminate any duplication of work. 	<p>End 2012</p> <p>End 2011 End 2011</p> <p>End 2011</p> <p>2011</p>	<p>Ongoing</p> <p>Discussions under way.</p> <p>Nearing completion</p> <p>Resource allocation completed within 12 months, including service level agreements with other bodies</p>

<p><i>4.14 Management of risk and better and more co-ordinated inspection arrangements</i></p>	<p>The Department will continue to monitor and improve its procedures and mechanisms for managing risk. This includes:</p> <ul style="list-style-type: none"> • ensuring our Risk Management Policy is fit for purpose and that management of risk becomes fully integrated into the “way of doing things” rather than an “add-on” activity; • providing for a hands-on role for the MAC in risk management; and • ensuring a clearer focus on risks with the potential for higher impact and closer liaison with the Department’s Audit Committee. <p>Risk Management processes will continue to be simplified to facilitate effective implementation throughout the Department. The benefits arising from enhanced risk processes include better service delivery; more efficient use of resources; better project management; minimisation of waste, fraud and poor value for money; and promotion of innovation.</p>	<p>Ongoing</p>	
<p><i>4.15 Shared Services</i></p>	<p>HR Shared Service</p> <p>The Department will continue to work with the Department of Public Expenditure and Reform in relation to a shared HR service across the public sector. The Department already provides a full HR service to a number of the bodies funded from within its Vote Group, including management of all HR files and application of public service guidelines and rules in this regard. These include An Coimisinéir Teanga and the National Archives.</p> <p>We will review HR arrangements within these and other bodies that come within our ambit with a view to achieving further synergies, streamlining HR structures and realising enhanced shared service arrangements in the HR area.</p> <p>We will review HR arrangements within these and other bodies that come within our ambit with a view to achieving further synergies, streamlining</p>	<p>March 2012</p>	<p>Savings delivered in context of HR shared services on offer.</p>

	HR structures and realising enhanced shared service arrangements in the HR area. The review will be completed by March 2012.		
	<p>Training Shared Service</p> <p>The Department will continue to work with CMOD on training and development matters to avail of the shared training provided through the CMOD Training Centre.</p> <p>We will maximise the sharing of services between other Departments and bodies, in particular, in our regional locations e.g. Killarney, Wexford and Galway.</p>	To end 2014	Work ongoing in this area. Shared service options have been implemented with the Department of Environment and OPW, in particular, recently.
	<p>Payroll and Financial Shared Service</p> <p>The processing functions in relation to payroll for Departmental staff is being moved to the Department of Justice and Equality payroll shared service in Killarney.</p> <p>Development of a unified Financial Management System (FMS) to integrate all financial activities of the Department into the Department of Justice and Equality's Financial Shared Service.</p>	<p>End 2011</p> <p>End 2012</p>	<p>On target.</p> <p>On target</p>
	<p>Procurement Shared Services</p> <p>Full use to be made of the National Procurement Service framework agreements. All options for shared services and enhanced billing arrangements between Departments with which we co-locate to be explored.</p>	End-2011	Availability of NPS framework agreements advertised to all staff and use being made of same. Enhanced billing

			arrangements between Departments with which we co-locate being addressed.
	<p>IT Shared Services</p> <p>The Department is currently availing of an IT shared service from DECLG and is exploring further ways of sharing services.</p> <p>Provide shared infrastructure to the Department of Transport, Tourism and Sport in Killarney to minimise capital outlay.</p> <p>Cooperating fully with the Department of Justice and Equality (DJE) through provision of shared accommodation and infrastructure to facilitate the creation of a disaster recovery (DR) site for Financial Shared Services in Killarney.</p> <p>Regular engagement with DJE in DR exercises.</p> <p>Facilitating the OPW, CSO and Department of Social Protection to access IT infrastructure in DAHG building in Killarney.</p> <p>Currently examining a range of IT shared service options with the Department of Environment, Community and Local Government with a view to developing appropriate cross Departmental solutions including:</p> <ul style="list-style-type: none"> • email addressing and routing • video conferencing • website and intranet hosting 	<p>Ongoing</p> <p>Ongoing</p> <p>Ongoing</p> <p>Ongoing</p> <p>Q3 2011 Q3 2011 Q4 2011</p>	<p>Shared IT service in place.</p> <p>Access to infrastructure being provided.</p> <p>Access to infrastructure and accommodation being provided.</p> <p>Ongoing</p> <p>Completed Completed On target</p>

4.16 EFT payments	The Department's policy is that all payments should be made via Electronic Fund Transfer (EFT) and through the Department's Financial Management System. We will continue to implement this policy.	Ongoing	At present 97.55% of the value of all payments are made by EFT
1.9	<p>The focus of the Department over the coming period will be on having fewer organisational structures, working in more integrated ways to deliver cost effective public services.</p> <p>The Department has a number of agencies within its ambit whose future is being considered and/or structures are currently being reviewed.</p> <p>The future role and functions of Údarás na Gaeltachta will be defined in the context of proposed amending legislation to be prepared as part of the implementation of the 20-Year Strategy for the Irish Language 2010-2030.</p>	Ongoing	Draft Heads of a Gaeltacht Bill have been prepared and will be brought to Government as soon as possible.

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.*

Terms of the Public Service Agreement 2010 - 2014	Action	Target Date as per Current Action Plan	Current Position
<p>1.10 <i>Organisational rationalisation and or restructuring to improve service delivery</i></p>	<p><u>New Grant Application Processing</u> (a) For its grant application processing systems in the culture sector, the Department will develop a new software system, including, where possible, the online processing of applications. Regard will be had to portable work of the Arts Council in launching a very successful online grants and payments processing service in 2010, which was awarded the ICT Excellence Award 2010 for a Project in the Public Service. (b) The Department is also accommodating an expansion of a new cultural technology initiative within existing staffing resources.</p>	<p>To end 2011</p>	<p>Introduction of on-line procedures by Culture Ireland for funding applications is on target.</p> <p>Discussions have taken place with the Arts Council, along with site visits to see their system in operation. The matter is now being progressed.</p>
<p>1.10</p>	<p><u>Publishing FOI Responses</u> The Department will consider online publication of information provided in response to FOI requests.</p>	<p>By end 2011</p>	<p>This is being progressed.</p>
<p>4.13</p>	<p>Provide an online excavation licences process and an online facility for submitting and viewing excavation reports.</p>	<p>By end 2011</p>	<p>In conjunction with the e-licensing system, an Integrated Monuments Database (IMDS) will be completed and online by end-2011. This database will house and manage information on every record in the Archaeological Survey of Ireland database and will map all licensed archaeological activities emerging from the e-licensing system.</p> <p>E-licensing (online excavation licences application system) is being stress</p>

Terms of the Public Service Agreement 2010 - 2014	Action	Target Date as per Current Action Plan	Current Position
			tested by ICT unit (DECLG).
4.13	e-Referral of development applications by local authorities: Pilot Project being initiated	Assessment of pilot project by Q1 2011 (in progress)	Pilot Project underway and further roll-out for additional planning authorities being scheduled.
4.13	e-Licensing system under the Wildlife Act: Feasibility study to be undertaken.	Completion during 2011	On target.
4.13	Continuing development of a web-based system for NIAH Data Distribution, which allows for the downloading and manipulation of data (GIS datasets and survey databases) through the internet.	Ongoing	Pilot phase now complete and roll out of further areas currently in progress.
4.13	<p>In the area of the Irish language, the Department is committed to the use of new technology and will continue to introduce new technology, as appropriate, to ensure we are doing our business in the most effective and efficient manner.</p> <p>Recent initiatives undertaken or supported by the Department in this regard include:</p> <ul style="list-style-type: none"> • roll-out of the publicly-accessible Irish language placenames database www.logainm.ie; • the online Irish language terminology dictionary facility www.focal.ie; • the use of translation memory software to maintain the highest standard of translated material in the most cost effective way; and • an online resource for public bodies, www.freagra.net, to assist in meeting the 	Ongoing	

Terms of the Public Service Agreement 2010 - 2014	Action	Target Date as per Current Action Plan	Current Position
	requirements of the Official Languages Act.		
Other Initiatives aimed at Quality Customer Service	Publish a new Customer Service Action Plan and Customer Charter for the Department addressing, in particular, provision of services/information online.	2012	Work has commenced in this regard.