

Public Service Agreement 2010 -2014 (Croke Park Agreement)
PART A – PROGRESS ON AGENCY ACTION – 4th QUARTER 2011
CITIZENS INFORMATION BOARD ACTION PLAN

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 the Public Service Agreement 2010 – 2014	CIB Action Reference	Timeframe	Action	Comment
(ref to relevant paragraph) <i>Reduction in Numbers</i> 1.1 1.3 1.4 1.5 1.6 4.1	1.1	To end 2014	To seek to achieve Employment Control Framework targets on each year of the Action plan through compliance with the moratorium on recruitment to and promotion in CIB or through availing of voluntary mechanisms to exit CIB where such exist.	Actual 2010 – 86 WTE (this includes 3 posts seconded to CIB from DSP which were part of the DSPs ECF total) Target 2011 – 83.6 Actual December 2011 – 80.4 Target 2012 – 80.2
	1.2	To end 2014	To develop opportunities for re-skilling and re-assignment to allow for the business of CIB to be continued in an environment of reduced employee numbers.	The structure of CIB has been redesigned and staff re-assigned in line with strategic aims and new responsibilities (52 staff members reporting to new managers from 4 th April 2011).
<i>Greater flexibility</i> 1.6 1.7 4.3	1.3	To end 2014	There will be a flexible approach by staff to redeployment so as to best meet the changing needs of the organisation. This will include redeployment to cover posts deemed critical by CIB management.	4 acting-up arrangements (without additional remuneration) agreed and in place. Following complete organisation re-structure, draft internal staff rotation/mobility policy to be developed in 2012.
<i>Attendance and absence</i> 1.4 1.8 4.1 4.4 4.10	1.4	To end 2014	The TOIL system will be closely and actively monitored to ensure compliance with the agreed limits specified in the staff resource pack.	Monitoring in place
	1.5	To end 2014	Eliminate outdated absence practices and attendance patterns at holiday periods. The revised policy on office closure and attendance at holiday periods which is to issue across in the Civil Service will be adopted in CIB.	Circular 06/2011 implemented. Revised opening arrangements in place over holiday period to maximise opening hours.
	1.6	Policy developed by 1/7/2011 and rolled out by 31/8/2011.	Tighter management of sick leave. An absenteeism management policy based on best practice in the wider public service will be developed which will set specific trigger mechanisms for independent medical review, and set mechanisms for return to work	Circular 09/2010 being re-badged for implementation in CIB. To be rolled out by Q2 2012.

			interviews.	
<i>Efficiencies</i> 4.3 4.4 4.13	1.7 1.8	To end 2014 To end 2014	Essential travel only will be permitted and the use of public transport will be maximised. There will be more proactive management of budgets and assignment of travel & subsistence budgets to managers which must not be exceeded. The use of conference or video calls as the preferred media for the conduct of meetings where staff are not in one location.	CIB complies with travel and subsistence regulations as provided in Civil Service circulars. Ongoing monitoring of travel and subsistence budgets and impact of revised organisation structure. <ul style="list-style-type: none"> ▪ Management Team use conference calling for remote managers, e.g. 12 meetings in Q2. 10 meetings in Q3. ▪ Regional Management Team Meetings regularly use conference call facility. ▪ Meetings between CIB and the five Regional Advocacy Managers with responsibility for the National Advocacy Service for People with Disabilities avail of conference call facility. ▪ Social Policy & Research Service use weekly call conferencing for meetings.
<i>Redeployment in the integrated public service</i> 1.7 1.8	1.9 1.10	To end 2014 4 April 2011	To the greatest extent possible to work to standardise terms and conditions of employment across the organisation through a review and revision of contractual and other arrangements or practices which generate inflexibility or restrict mobility. A specific area which will be examined in this context includes a change of pay frequency to monthly for all staff in payroll. Staff will be redeployed across the organisation in line with the service delivery model which supports the strategic plan using the mechanism agreed between management and staff.	All new staff joining payroll are now on a monthly schedule. A small number of staff remain on a fortnightly schedule including pensioners who retired on that schedule. Following negotiation it would appear that the cost of securing the proposal in relation to pay frequency would outweigh the benefits in terms of efficiency. Re-deployment of 52 staff to new managers implemented on 4 th April 2011.

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	CIB Action Reference	Timeframe	Action	
<p><i>Reconfiguring the design and delivery of public services</i></p> <p>1.9 1.10 4.13</p>	<p>2.1 2.2</p> <p>2.3</p> <p>2.4</p> <p>2.5</p> <p>2.6</p>	<p>To end 2014</p> <p>To end 2014</p> <p>Complete.</p> <p>To end 2014</p> <p>From April</p>	<p>Information Data Strategy -Developing a plan for leveraging of data which will maximize knowledge and information management across CIB and delivery partner systems. This includes using citizensinformation.ie and gov.ie to deliver integrated information on public and social services for reuse/syndication by other public bodies.</p> <p>Developing cross organisational 'project management' approach allowing for the rapid development of project initiatives and the development of key skills across the organisation</p> <p>Hosting of IT Services - To seek to achieve efficiencies and savings through arranging hosting of services at centralised locations including CIB hosting of MABS services</p> <p>To establish a panel of trained CIB coaches for potential use by other public service bodies subject to resources being available.</p> <p>Delivery of training events for Delivery Partners using CIB premises wherever practical.</p> <p>Moving the technical platform for citizensinformation.ie to the Department of Finance.</p> <p>Use of email for periodicals distribution where</p>	<p>Information data strategy to be complete Q4 2012.</p> <p>MABSIS hosted in CIB end Q4 2012</p> <p>Training of panel complete. Coaching approach beginning to be used by Management Team.</p> <p>Policy in place, e.g. in Q2 2011-Training was delivered in CIB's Head Office on 10 days as part National Calendar training events. Also Information Providers Programme [FETAC accredited] delivered in Head Office on 7x half days. No training events in July or August.</p> <p>www.citizensinformation.ie has been rebuilt and has been running successfully on the Department of Finance infrastructure since late 2010.</p> <p>Relate being promoted both online and by email.</p>

		2011 to end 2014.	<p>possible and reduction in quantity of printed materials produced and a reduction in the size of print runs for same.</p> <p>Developing cross organisational 'project management' approach allowing for the rapid development of project initiatives and the development of key skills across the organisation.</p>	<p>Project Management Officer position created within the revised CIB structure and employee redeployed to this post on 4/4/2011.</p> <p>'Downturn' related cross organisational project initiative to configure resources to meet changing client profile and needs.</p> <p>A microsite, www.healthcomplaints.ie has been developed by of a group of organisations in the health sector and including representatives of the Office of the Ombudsman as well as CIB.</p>
<p><i>Procurement</i></p> <p>1.10 1.11 4.13 4.15</p>	<p>2.7</p> <p>2.8</p> <p>2.9</p>	<p>To end 2014</p> <p>December 2011</p> <p>June 2012</p>	<p>Continue to utilise the various ICT frameworks which have been developed by the Public Service Management and Development Division of the Department of Finance.</p> <p>Development of a print management framework for CIB and our Delivery Partners.</p> <p>Centralised voice framework for both call and telephone line costs on behalf of CIB and Delivery Partners.</p> <p>Single Point of Initial Telephone Contact (SPOITC) - A project which aims to create a single point of telephone contact for the citizen for Citizens Information Services and its delivery partners (Citizens information Services, Citizens Information Phone Services Money Advice and Budgeting Services, Traveller MABS, MABS ndl Ltd, National Advocacy Services)</p>	<p>ICT frameworks continue to be utilised for mobile and fixed line telephony, data networks and the purchase of any IT hardware for both CIB and its Delivery Partners.</p> <p>As CIB and delivery partners' printers need to be replaced, they are being replaced by networked printers. Efficiency, quality and cost benefits of using networked printers is an element of the print management framework.</p> <p>CIB has undertaken a significant development project in the ICT area to rationalise and enhance the telecoms infrastructure for CIB, CIS and MABS. This project will yield considerable benefits to CIB and the CIS and MABS services and will provide a platform on which to build Single Point of Initial Telephone Contact (SPOITC) services. Phase 2 to commence in Q1 2012.</p> <p>Pilot phase will inform rollout Phase 1 rollout complete Q4 Phase 2 Q1 2013 Phase 3 Q4 2013</p>

	2.10	October 2011	Centralisation of general procurement arrangements for Service Delivery Partners to leverage cost savings available under National Procurement Service frameworks.	Agreement reached with telephone service provider and with delivery partners for centralised billing for landline and broadband. Agreement with separate operator being put in place to reduce mobile phone costs of delivery partners. Associated savings will be reflected in delivery partner operational grants.
	2.11	July 2011	Audit Costs. There will be a national panel of auditors established to service our Delivery Partners' auditing needs.	Legal advice received by CIB indicates that CIB could not force a company to avail of auditors from a panel supplied by CIB. A separate audit of delivery partners by CIB's internal audit function has been rolled out with detailed audits of a sample of companies annually.
	2.12	December 2011	Insurance. A single broker service will be sought to meet the needs of all service delivery partners and CIB. CIB will seek to maximise the savings for the exchequer through the use of the services of the National Claims Agency.	CIB applied to have its insurance liabilities handled by the National Claims Agency. Phase 1 – roll out of Employment Practice Liability insurance across CIB and all Delivery Partners complete. Phase 2 – roll out of wider policies to commence Q2 2012.
	2.13	From April 2011 to end 2014	Centralisation of translation and editorial processes.	Translations contract re-tendered in December 2010 with significant cost reductions, for example, translations into Irish reduced from 17c per word to 10c per word and other languages from 16c per word to 8c per word. CIB has made available this translation contract to its service delivery partners.
	2.14	2011	Underwriting of insured risks transferred to the SCA.	See 2.12 above.
	2.15	2011	Explore the availability of the Chief State Solicitors Office to advise on legal matters.	No progress to date.
<i>Service integration</i> 1.11 4.13 4.15	2.16	1/1/2013 first phase of consolidation. 1/1/2014 2 nd phase of consolidation.	There will be a review of the number of delivery partner companies with a view to consolidation to achieve efficiencies.	1/1/2013 first phase of consolidation 1/1/2014 second phase of consolidation
	2.17	To end 2014	Pooling of training resources of CIB and MABS NDL to deliver to Delivery Partners.	CIB and MABSndI have worked jointly to develop and roll out training on Governance for both CIS and MABS Board members. Two events on the responsibilities of Boards of Directors as Employers took place in Q4.

	<p>2.18</p> <p>2.19</p> <p>2.20</p>	<p>June 2012</p> <p>To end 2014</p> <p>Ongoing</p>	<p>Development of an integrated voice and data infrastructure for both CIB and Delivery Partners.</p> <p>Active management of the portfolio of property owned and leased by CIB and its Delivery Partners.</p> <p>Merging of premises between CIB and Service Delivery Partners wherever possible taking account of lease requirements and budget availability to achieve a reduction in number of premises and the need to provide support for same thereby also reducing administrative and other overheads.</p>	<p>See 2.9 above. Sanction received from Department of Finance to progress this work. Work commenced end July 2011. Scheduled for completion June 2012.</p> <p>All CIB/CIS and MABS leases are being reviewed at lease termination point with regard to co-location and lease cost reductions. CIB vacated its premises in Mullingar at end June. CIB also has a vacant premises in Sligo which it wishes to dispose of.</p> <p>Cost reduction and efficiencies. A number of co-location projects are underway, e.g.</p> <ul style="list-style-type: none"> ▪ Tallaght (CIB, CIS and NAS) ▪ Limerick (CIB, CIS and NAS) ▪ Mullingar (MABS and CIS) ▪ Longford (NAS and CIS) ▪ Killarney (CIS, MABS and NAS) ▪ MABS Dundalk to move to vacant CIB premises
<p><i>Performance and skills</i></p> <p>1.13</p> <p>4.12</p>	<p>2.21</p>	<p>June 2011</p>	<p>There will be significantly improved performance management with promotion and incremental progression linked in all cases to performance and the implementation of appropriate systems to address under performance including, where appropriate training or, where necessary, through disciplinary procedures. The revised PMDS procedure developed by a subgroup of CIB's Workplace Partnership will be re-examined by that group in the context of both the CIB organisational review and the Croke Park Agreement and will then be referred back to Partnership.</p>	<p>In place.</p>

			<p>A number of additional initiatives are also to be launched in on-going development of Citizens Information Websites both corporate and citizen focused, these include:</p> <ol style="list-style-type: none">1. mobile interface for centres.citizensinformation.ie2. subscription module to citizensinformation.ie3. publish ebooks on citizensinformationboard.ie	<ol style="list-style-type: none">1. End Q1 20122. Q2 20123. End Q3 2012
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