

# Public Service Agreement 2010-2014 (Croke Park Agreement) (Enterprise Ireland)

## Integrated Action Plan for the Department of **[INSERT AS APPROPRIATE]** and its agencies

### 1. Better human resource management

*To include, for example, actions around the reduction of staff numbers; the redeployment of staff to areas of greatest need; the restructuring/reconfiguration of service delivery; changes to work practices; revisions in attendance arrangements; absence management; performance management etc.*

Terms of the Public Service Agreement 2010 – 2014	Action/commitment	Target Date for Implementation
<p>S-4.1 - Staff Resources - doing more with less The Civil Service and State Agency sectors will be smaller, leaner, more integrated and more technology driven. They will be high performing, efficient and effective, operating within a reduced cost base and with fewer staff. Outdated practices will be eliminated and existing resources better managed.</p>	<p><b>Reduction of Staff numbers:</b> We are re organising the structure of the staff allocation on an ongoing basis to ensure the continued delivery of critical services to our clients with a significant reduction on staff numbers. We are currently operating with a reduced number of headcount 797 WTE as at 31<sup>st</sup> which is already below the ECF Target for 2011 of 825. This represents a reduction of 61 FTE since Q1 2010. This has meant a reduction in the payroll of €4.1 Million to quarter 4 2011.</p> <p>This follows already significant savings and headcount reductions in the agency. It should also be noted that the reduction in numbers is being achieved even with the addition of responsibilities and posts being assigned (ex Shannon Development). This has meant the elimination of some non core activities and streamlining processes in order to deliver on the growing requirement of our services to clients.</p> <p>It is essential that EI continues to have the capability to retain and recruit staff with the critical specialist and technical skills to enable the organisation to continue to provide the ongoing support and services to Irish companies in helping them achieve export growth and increase the number of jobs.</p> <p>The current ECF target is to reduce the headcount of the agency to 715 by the end of 2014</p> <p><b>Strategic resourcing</b> In the context of reducing numbers as outlined above it is essential to focus on strategic resource planning. This has commenced and will influence our resourcing requirements going forward. This aims to ensure that adequate resources and skillsets are retained in areas of expertise (ex Business strategy, innovation management, technology, HR, Lean, Marketing, public procurement) with the goal being to ultimately to deliver for our client companies.</p>	<p>825 – 2011 Achieved</p> <p>772.5 – 2012</p> <p>732.5 – 2013</p> <p>715 – 2014</p> <p>Ongoing</p>

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	<p><b>Staff Mobility and increased Flexibility</b>  We engaged with the Trade Unions and agreed and implemented a new process which facilitates the reassignment of staff into key priority positions, using lateral reassignments. We have provided Training i.e. learn on the job and shadowing to ensure skillsets are developed / shared</p>	<p><b>Implemented in Q2 2011 – Now part of an Ongoing process</b></p>
<p>S-4.4 - HR Best practice &amp; implementation, &amp; Staff Resources - doing more with less  In the context of managing this transformation agenda, issues such as restricted mobility, staffing levels and structures, work practices, office opening and closing hours, shift patterns, attendance and cross-stream reporting arrangement patterns will be reviewed and may be revised. It is accepted that where such practices are shown to give rise to unnecessary costs or inefficiencies they will be eliminated.</p>	<p><b>Increased Staff Flexibility/ Up skilling</b>  Since the Government moratorium 70 (9%) staff have assigned to new roles within the agency. EI staff have displayed flexibility and co-operation and have taken up new assignments and roles within the agency. In a significant number of these cases staff have developed new skills to meet the requirements of their new position. A significant number of staff have engaged in programmes supported by the agency in order to up skill and develop critical skills for the agency.</p> <p><b>Outsourcing</b>  With agreement outsourcing has been used where deemed appropriate and to ensure continued delivery of critical services. Examples of this are the ESS, Internal Audit and Legal services.</p> <p><b>Shared Services</b>  We use shared services where we can with Forfas, IDA, etc examples of this are the pensions and IT areas, and the work carried out by technologists assessing IDA projects. Enterprise Ireland is engaged in ongoing work with sister agencies (Forfas, IDA &amp; SFI) to consider if any efficiencies can be achieved through further and enhanced shared services</p>	<p>Ongoing</p>

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S-4.12 – Performance Development/ Management	We have a performance development system in operation and in 2011 established a working group including managers and trade union representatives, to look at proposals for an appropriate Performance Management system for EI going forward. This review concluded in 2011, and a revised system is being rolled out in Q1 2012	Q1 2012

## 2. Better Business Processes

*To include, for example actions to increase efficiency and productivity; rationalise core structures, business processes, accommodation requirements etc; establish shared service approaches, establish cross-functional teams/ new work structures, optimise the potential of new technology to streamline operations and generate efficiencies etc.*

Terms of the Public Service Agreement 2010 - 2014	Action/commitment	Target Date as per Current Action Plan
S-4.13 - Business Process and service delivery will be improved to move to service provision as a norm, the elimination of data entry, the reuse of information already provided, the centralisation of transaction	<p><b>Enterprise Ireland Strategy 2011 - 2013 as agreed by the EI Board</b></p> <p>We are continuing to implement the strategy as agreed by the Enterprise Ireland Board and delivering in particular through closer engagement with clients, management and leadership development, enhanced market, sector and client profile support and information. We have expanded our activities to better meet the needs of a wider range of clients, for example with the development of a Potential Exporters Unit, and a focus on strengthening of the Innovation Offer.</p> <p>The Corporate Plan for 2012 will go back to the EI Board in February and will include Enterprise Ireland's response to the Action Plan for Jobs that is due to be announced by Minister Bruton in January 2012. We will continue working closely with the Department in progressing a series of measures to implement the forthcoming Action Plan for Jobs.</p>	<p>Ongoing</p> <p>Q1 2012</p>

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<p>handling, the use of electronic funds transfers and a review of relevant legislative provisions. The introduction of new technology will be regarded as the norm. The Civil Service and State Agency sectors will be smaller, leaner</p>	<p><b>A continued drive to use technology to develop and improve out business processes</b></p> <p>We have had an updated IT security policy approved by the executive in Jan 2011. We have a policy to use technology in so far as possible to reduce internal processes. We have various plans proposed which will progress as soon as possible, however progress is dependant on agreement with the ICT control unit in the Department of Finance, with whom we have continuous liaison. Some examples of this are streamlined and reduced turnaround times around our funding processes, which has resulted in more efficient processing . We have introduced a new Web site. We have online library resources available to our clients which provides them with critical sector and market data, the use of a Client management system to capture strategic plans with our clients</p> <p><b>Client Engagement</b></p> <p>We have held a significant number of structured development planning meetings with our clients that have resulted in action plans which will lead to increased export, and job creation which is of increasing importance. This will be an ongoing approach in our engagement with clients going forward.</p>	<p>Ongoing</p> <p>Ongoing</p>

### 3. Delivering for the Citizen

*To include, for example, actions to enhance service delivery to the public, including changes to the technology used, more online services, service integration, efforts to reduce information burdens on citizens through better data management/sharing of data, including around identity etc*

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<p>S-4.4 – (contd/...)The Parties, therefore, commit themselves towards achieving a modern, efficient and customer focused service which will meet both current and future Public Service requirements.....</p>	<p><b>Implementation of Enterprise Ireland's Strategy 2011-2013</b></p> <p>The strategy 2011 - 2013 contains metrics and targets related to our mission to support the development of Irish Industry. This and our corporate plan for 2012 will ultimately lead to a strengthened export economy resulting in job creation. The Annual client survey rates our client's satisfaction of the services provided and an action plan will be implemented following the findings of this.</p> <p><b>Value for Money</b> Enterprise Ireland is committed to providing "Value for Money" to the State through the provision of knowledge, services and resources to our client base through the supporting activities deemed essential to growth and development of our client base for development into new markets and development of new products/services.</p> <p>Internal and External evaluations of EI programmes and interventions demonstrate value for money, economic impact and returns back to the State. This also ensures effective allocation of resources to key priority areas, support export growth and the creation of jobs for the Irish economy.</p>	<p>Q1 2012</p> <p>Ongoing</p>
<p>S-1.1 This Agreement will ensure that the Irish Public Service continues its contribution to the return of economic</p>	<p><b>Increases flexibility and mobility in working across sectoral, organisation</b></p> <p>We will continue to work on a cross agency basis and with key government departments to avoid duplication of activities and achieve greater synergies as a result of the collaborative working. Particular actions are driven through cross agency co-ordination groups.</p> <p><b>Identify further efficiencies and possible cost savings that may be achieved in Ireland or overseas as a result of this closer collaboration</b></p> <p>It is the policy of Enterprise Ireland to co-locate its operations in regional and overseas offices shared by the IDA to achieve efficiencies and to enhance collaboration and networks which will lead to efficiencies. An example of this is in our Palo Alto, London office in 2010, where EI staff relocated to a shared office accommodation with the IDA.</p>	<p>Ongoing</p>

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<p>growth and economic prosperity to Ireland, while delivering excellence in service to the Irish people. This will be done by working together to build an increasingly integrated Public Service which is leaner and more effective, and more focused more on the needs of the citizen .... the Public Service will need to be re-organised and public bodies and individual public servants will have to increase their flexibility and mobility to work together across sectoral, organisational and professional boundaries.</p>	<p>In addition, Enterprise Ireland has offices located in Irish embassies, where appropriate. In some cases it is not feasible to share a co-located embassy facility as the diplomatic and commercial centres of the country may be separate, as is the case in Brazil. The Risk Register for the organisation has been considered by the Audit Committee and was presented to the Enterprise Ireland Board meeting in May 2011. The Risk Register has identified potential risks to the organisation and how these risks can be mitigated against.</p> <p>In addition the Corporate Procurement Plan, which is designed to ensure that procurement of services and goods is conducted in the most cost efficient manner possible, is now agreed and will be implemented over the next 6 months.</p>	<p>Q 2 2012</p>

## **Guidance Notes**

1. Existing Croke Park Action Plans should be revised to produce a single integrated Action Plan which should encompass the actions to be taken forward by the Department as well as those key actions being proposed by each of those agencies under its remit.
2. It is critical for the process that all of the Department's agencies are seen to be fully reflected in their integrated plan.
3. Departments are asked to confirm to the Secretariat that Action Plans have been received from all of their agencies in their cover letter / e-mail accompanying their return. However, the individual plans of each Agency should no longer be forwarded to this Department.
4. Actions contained in the current iteration of Croke Park plans which have been completed/ delivered should now be removed.
5. In their place, new or revised Actions and targets on change and reform should be included as appropriate, taking account, for example, of recent Expenditure Review and Budget decisions and the reform agenda set out in the Government's Public Service Reform Plan.
6. Action Plans should contain all those actions it is intended to deliver over the remaining lifetime of the Agreement (i.e. to 2014).
7. Plans should fully reflect all relevant initiatives being led from the centre and the contribution of your Department and its agencies to the achievement of same (e.g. reduction in days lost to sick leave and standardised methodology reporting same).
8. Specific target dates for full implementation of each action should be indicated. Where an action is to be undertaken in phases, the target date for each phase should be clearly indicated.
9. It is appropriate to consult with staff representatives through a Departmental forum (e.g. Departmental Council) on the proposals submitted. Each State Agency should also ensure that there is a consultation process on the proposals being submitted by them to you.
10. Any queries in relation to this process should be directed to Alan Plummer, Implementation Body Secretariat (ph: 01-6045340, e-mail: [alan.plummer@per.gov.ie](mailto:alan.plummer@per.gov.ie))