



An Roinn Caiteachais
Phoiblí agus Athchóirithe
Department of Public
Expenditure and Reform

Department of Public Expenditure and Reform

Statement of Strategy
2021-2023



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Our Mission

To serve the public interest through sound governance of public expenditure and by leading and enabling reform across the Civil and Public Service



Our Strategic Goals

1. To manage public expenditure at sustainable levels in a planned, balanced and evidence informed manner, in order to support Ireland's economic, social and climate goals
2. To drive reform and innovation across the Civil and Public Service to improve service delivery to the public, and to enhance strategic policy making and public governance structures



Our Values

We will serve the public interest with openness, transparency and accountability
We will uphold integrity, equality, independence and professionalism
We will embrace responsiveness, innovation and social responsibility in how we work
We will continue to commit to a culture of continuous learning, respect and inclusive leadership



Our Planned Outcomes

A sustainable, credible public expenditure framework
Reforms that support excellence in public service delivery, strategic policy making and public governance structures
An organisation that values its staff and has a positive and collaborative working environment

Strategic Context 2021-2023

The strategic context in which the Department operates is shaped by a number of key factors:

- The priorities of the Minister for Public Expenditure and Reform and relevant commitments in the Programme for Government;
- The challenges we face due to the Covid-19 pandemic in terms of its impact on public expenditure, the economy and society, and also its impact on the workplace and workforce across the Civil and Public Service, including our own Department and our staff;
- Active engagement with the European Union and other international organisations on emerging priorities, notably the green and digital agendas and the response to Brexit and Covid-19, reflecting the Department's growing EU footprint, while deepening our relationship with the UK post-Brexit and fostering North South relations;
- The step up in ambition at EU and national level with associated commitments and targets on climate action and the transition to a low carbon economy, impacting on all sectors of Government and our economy;
- Issues relating to the overall management of public expenditure, including: the implications of Covid-19; spending pressures and the sustainability of expenditure trends, and the overall position of the public finances; risks to the fiscal position; and the impact of demographic and other developments;
- The need for ongoing reform of the public investment management system, including the updated Public Spending Code to improve project appraisal, selection, planning and management and for a new approach to governance for major infrastructure projects, and the progressive refinement of the Capital Works Management Framework;
- The delivery of the next phases of Civil Service Renewal and Public Service Reform, including the continued implementation of the Public Service Innovation Strategy, digital government, procurement and people related reforms, with particular focus on shared and user-driven solutions and the workforce, workplace and organisation of the future;
- The Department's significant and growing role in service delivery to other public bodies, which now involves several Divisions; and
- The need to continue to have effective relationships with: the Department of Finance to ensure sound public finances and an integrated fiscal policy; all Departments to drive a culture of collaboration and evidence-informed policy making and implementation; the Oireachtas and its Committees to facilitate their role in democratic accountability and oversight; and the bodies under our aegis to support effective engagement and delivery.

Strategic Goals and Actions 2021-2023

Strategic Goal One: To manage public expenditure at sustainable levels in a planned, balanced and evidence informed manner, in order to support Ireland's economic, social and climate goals, we will:

Development and Implementation of Policy

- Produce multi-annual Estimates and Expenditure Statements that meet Government objectives, EU commitments and support economic, social and climate-related progress, in keeping with the requirement to return to a broadly balanced budget over the medium term;
- Monitor and scrutinise voted expenditure outturns and trends during the year, in order to inform and shape policy responses;
- Strengthen structures and processes that underpin sustainable, well-targeted medium-term expenditure growth, and that support trust in the Department's ability to deliver on our Mission;
- Mainstream budgetary reforms to promote certainty and discipline regarding the level and broad composition of public expenditure over the medium term and to enhance the quality, policy relevance and impact of performance information, including with regard to equality, climate and well-being, while facilitating engagement with, and responsiveness to, key stakeholders including Oireachtas members and Committees;
- Through the Irish Government Economic and Evaluation Service, drive capacity building for evidence informed policy making in the Civil Service and continually develop the evidence informed and data driven approach to expenditure policy formulation;
- Review the National Development Plan, and oversee its effective implementation, to promote achievement of strategic investment priorities and alignment with the National Planning Framework as part of Project Ireland 2040;
- Manage public service pay and pension costs on a fiscally sustainable basis within a stable industrial relations framework and continue to support the effective administration of the Single Pension Scheme;
- Address the challenges posed by Brexit across the economy and the Civil and Public Service, as well as the areas of EU policy for which the Department has specific responsibility; and
- Maximise the benefit to Ireland from European Funds and promote North-South co-operation, including through PEACE PLUS.

Strategic Goals and Actions 2021-2023

Strategic Goal Two: To drive reform and innovation across the Civil and Public Service to improve services to our public, and to enhance strategic policy making and public governance structures, we will:

Development and Implementation of Policy

- Lead the development of the next phase of Public Service Reform, Our Public Service 2030, to deliver better outcomes for the public, achieve the vision established in the Public Service Innovation Strategy, build effective organisations and enhance the culture of evaluation in public services;
- Lead the development and implementation of Civil Service Renewal 2030, to deliver better outcomes for the public, by harnessing digital technology and innovation, building the Civil Service workforce, workplace and organisation of the future and delivering evidence informed policy and services;
- Promote and support open, accountable and transparent government and public administration and good governance in the Public Service;
- Lead and support the development and implementation of a new Civil Service People Strategy, which reflects the workplace transformation that has taken place as a result of Covid-19 and challenges traditional ways of working to support business continuity and effectiveness into the future;
- Implement projects to strengthen HR service delivery across the Civil Service including the HR Operating Model and the HR Centre of Expertise;
- Drive the implementation of the Public Service ICT and eGovernment Strategies, the Public Service Data Strategy and the Data Sharing and Governance Act, and the GovTech report;
- Develop a Digital Strategy for the Public Service which will chart the future direction for digital government services; and
- Lead the Procurement Reform Programme to enable better, sustainable and transparent public procurement.

Service Delivery

- Deliver effective and efficient common ICT services to relevant public bodies as part of the Build to Share programme and use the OGCIO Vote to support the sustainable development and delivery of services;
- Ensure oversight, value for money and evidence informed prioritisation of learning solutions by OneLearning; and
- Shape the future of public procurement to deliver long-term value for the public through high-quality procurement services, guidance, advice and training.

Actions to enable the Department to fulfil its mission

To complement the actions set out on the previous two pages, we will:

- Implement this Statement of Strategy to reflect the public expenditure and reform priorities of the Government and to provide a high quality service to the Minister, the Government and the Oireachtas;
- Commit to the behaviours identified on foot of the review of the Department's organisational culture (see next section);
- Leverage our Health and Wellbeing Strategy to foster employee engagement and wellbeing and design and implement our medium-term HR Strategy to champion an inclusive and diverse workforce, enhance our framework for succession planning and talent management, and strengthen our internal capacity and capability;
- Continually enhance D/PER's governance, risk management and compliance framework and provide a high quality of corporate support, and to implement effective financial management and procurement arrangements for the Department;
- Manage the Department's response to the Covid and post-Covid landscape in a professional and agile manner, through putting our people first and robust business continuity planning to meet business needs; and
- Improving data and knowledge management and undertake initiatives to enhance collaboration across our Department and with stakeholders across the Civil and Public Service.

Our Values and Behaviours

In fulfilling our mission and delivering on our strategic goals and actions, we will:

- Serve the public interest by keeping openness, transparency and accountability at the heart of what we do;
- Uphold integrity, equality, independence and professionalism;
- Embrace responsiveness, innovation and social responsibility in how we work;
- Continue to commit to a culture of continuous learning and professional development, respect and inclusive leadership; and
- Treat colleagues and those to whom we provide services equitably, in keeping with our Public Sector Human Rights and Equality obligations.

Following the completion of a review of the Department's organisational culture in May 2021, we have identified the following critical behaviours that will serve to enhance our culture:

- Seek opportunities to innovate and collaborate with colleagues;
- Take pride in delivering on our goals and objectives;
- Speak up and welcome challenge;

Our Planned Outcomes

By implementing this Statement of Strategy, we plan to achieve the following outcomes:

Policy Outcomes

- A strong contribution by the Department to whole-of-Government policies;
- A sustainable, credible public expenditure framework;
- Management of Public Service pay and pensions on a fiscally sustainable basis;
- Reforms that support excellence in public service delivery and strategic policy making;
- A better experience for service users when transacting with government, particularly when transacting digitally; and
- More accountable and transparent administrative structures, which help to build greater public trust.

Organisational Outcomes

- Engaged staff and a positive and collaborative working environment; and
- Effective and efficient service delivery to relevant public bodies.

Our Programme for Government Commitments

The commitments in the Programme for Government for which the Department has responsibility are available [here](#).