



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



Our Public Service 2020

Final Progress Report



March 2021

Prepared by the Department of Public Expenditure and Reform
gov.ie

Contents

Foreword	3
Executive Summary	4
The Public Service in Numbers	6
Covid-19 Responses in Numbers	8
1. Introduction to Our Public Service 2020	10
2. Delivering for Our Public (Pillar 1)	15
3. Innovating for Our Future (Pillar 2)	28
4. Developing Our People and Organisations (Pillar 3)	49
5. Conclusion	58
Appendices	
Appendix 1 – Governance	59
Appendix 2 – Publications	66
Appendix 3 – Events	67
Appendix 4 - 2020 Public Service Innovation Fund	70
Appendix 5 – Projects Funded under the EU Structural Reform Support Programme	72
List of Acronyms	74

Foreword

I am pleased to note the significant further progress made from mid-2019 to end 2020 under the reform agenda set out in Our Public Service 2020 (OPS2020), the framework for Public Service reform.

In particular, I wish to acknowledge the extraordinary response of our public servants and their organisations to the challenges posed by the Covid-19 pandemic. We can be proud of the great work that has been, and continues to be, undertaken during this public health emergency.

Given the circumstances, this is most visible in our health services: Over the course of 2020, 2.4 million Covid-19 tests were carried out in Irish laboratories, and over 6,000 Covid-19 patients treated in our hospitals. To continue to deal with these challenges, Government added an additional €4 billion to the health budget for 2021 to protect, reform and expand services.

However, a number of other key indicators¹ set out in this Second and Final Progress Report for OPS2020, illustrate the size and speed of the Public Service's broader response. For example:

- The **Pandemic Unemployment Payment (PUP)**, a brand new income support service, was up and running by March 15th
- Claims jumped **from 60,000 to over 500,000** in the scheme's first three weeks
- **Almost 800,000 employees and self-employed** were registered and received the PUP in 2020
- **Almost six in ten** enterprises availed of the State's Covid-19 employment-related support schemes
- The number of **MyWelfare logins** increased from ~550,000 logins in March to June 2019 to ~4.5 million logins in March -June 2020

A number of reforms already in place under the Government's on-going public service reform agenda have greatly facilitated the civil and public services in responding rapidly to the challenges emerging from the pandemic - 'build-to-share' ICT infrastructure, the progressive digitalisation of services, a streamlined and centralised Government procurement system, a move to shared-services - as well as centralisation of strategic HR capability.

Looking forward, collating and evaluating the speed and quality of responses to the pandemic in different public service organisations and sectors will be invaluable in helping us navigate the post-pandemic environment. In particular, it can help to inform the potential for sustaining new ways of working and new channels for delivering public services to citizens.

Even after we have emerged from the Covid-19 pandemic, as a small country with one of the world's most open economies, we will remain susceptible to global uncertainty and change. Operating in such an environment is a challenge for business and society, but it also represents an opportunity for the Public Service to demonstrate ambitious leadership, enabled by high performing, innovative organisations capable of identifying, assessing and responding to change and uncertainty.

My Department has already begun consultations on developing the successor framework for OPS2020. The vision and strategy underpinning this next phase of the reform agenda will focus on large-scale ambitious transformation to support the delivery of better public services through enhanced service delivery, collaboration, innovation, data and insight, as well as a strategic approach to people and organisations, while embedding the key gains that have already been made in digitalisation, citizen engagement, programme management, and a growing culture of innovation.



Michael McGrath T.D.
Minister for Public Expenditure and Reform

¹ See, for example, the 'Covid numbers' graphic on page 8 of this report for further details.

Executive Summary

Public servants have a central role in the economic and social life of our country, working in a broad and diverse range of organisations to implement Government policy and deliver vital public services.

By way of context, the Government's budget 2021 provides for expenditure on public services of €87.8 billion – this includes €75.8 billion in core expenditure on day-to-day goods and services, €8.6 billion in expenditure on Covid-19 and Brexit, and a Recovery Fund of €3.4 billion. In terms of core expenditure, this is an increase of €5.4 billion compared to 2020. Staff numbers in the public service have also increased by approximately 3% in the period end-December 2019 to end-December 2020 to 350,453.

Our Public Service 2020 (OPS2020), the most recent Government framework for development and reform across the Public Service, is intended to support public servants so that they can more effectively deliver the level and quality of services that the public and businesses expect. Operational since 2018, the framework is built around three pillars: Delivering for Our Public; Innovating for Our Future; and Developing Our People and Organisations – and it contains 18 headline actions.

This Second and Final Progress Report provides an overview of the continuing progress made under OPS2020 since the First Progress Report issued in the final quarter of 2019 and it covers, broadly, the period mid-2019 to end-2020.

An innovative, strengthened, model of governance is in place to drive implementation of the OPS2020 Actions. This involves a Public Service Leadership Board (PSLB) with Secretary General/CEO level representatives from Government Departments and a broad range of Public Service organisations. The PSLB has met on six occasions in the period June 2019 to end-December 2020. The PSLB is supported by the Public Service Management Group (PSMG), with Assistant Secretaries and equivalent participation from across the Civil and Public Service. The PSMG has met on six occasions in the period June 2019 to end-December 2020.

The period under review is most notable for the sudden **outbreak of the Covid-19 pandemic in Q1 2020**, which has transformed the environment in which the public service operates and thrown up unprecedented challenges. This Report seeks to capture various aspects of the public service's

response to the circumstances of the pandemic in a number of case studies highlighted in the text.

As these case studies show, the response has seen exceptional levels of collaboration, inventiveness and organisational agility within the public service, capitalizing on the ingenuity and resourcefulness of public servants and validating the culture of innovation that OPS2020 is designed to foster and sustain.

As part of this public service innovation agenda, Ireland joined 39 other countries in becoming a signatory to the **OECD Declaration on Public Sector Innovation** in June 2019. Building on these undertakings, an overarching **Public Service Innovation Strategy** was developed. The strategy - **'Making Innovation Real'** - was launched by the Minister for Public Expenditure and Reform, Michael McGrath TD, in November 2020 and it will, in turn, underpin guidance documents and toolkits to enable all Public Service bodies to incorporate innovation into their own corporate strategies and business plans. These supports will help translate the principles of innovation into tangible initiatives that will grow the skills to innovate and enhance a culture of innovation and collaboration.

As was the case in 2019, a **Public Service Innovation Fund** was made available via a competitive process during 2020 to further encourage innovation in public service bodies as well as promote collaboration and new and better approaches to service delivery. In total 364 applications were received for the 2020 fund, requesting over €15.4 million, an increase of 168 per cent in applications and 129 per cent in funding requested over 2019's pilot fund.

Leadership is another crucial ingredient of this agenda for innovation. A range of learning and development interventions has been developed to support leaders across the public service. These include a **'Masterclass in Innovation'** series, provided in conjunction with Department of Public Expenditure and Reform's Senior Public Service Team to support senior public service leaders in leading innovation within their organisations. Over 100 senior public servants have participated to date.

OPS 2020 has a strong focus on recording and measuring the tangible change and outcomes of the reform agenda. As part of this, in September 2020 the Department of Public Expenditure and Reform's Reform Evaluation Unit (REU) published the **OPS2020 Selected Indicators and Trends Report**, which maps a range of existing indicators to the three Pillars of OPS2020, together with suggestions as to relevant OPS2020 high-level outcome/s. The aim of this report is to catalyse further thinking within Departments/public bodies about appropriate indicators with an overall goal of promoting the use of indicators to measure reform progress and outcomes and to underpin effective evaluation.

Structure of this Report

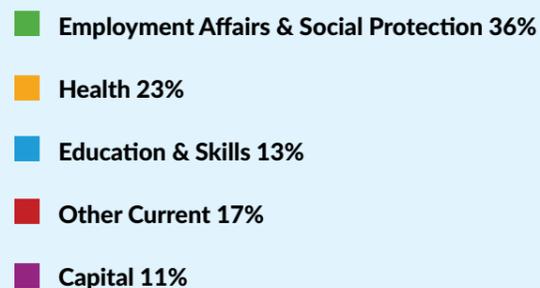
Following the model set by the First Progress Report, this final report is structured around OPS2020's three pillars – setting out the further progress that has been achieved under the priority actions covered in the First Progress Report (January 2018 to mid-2019) as well as progress made on newly prioritised actions.

As already mentioned, a range of case studies illustrate the reform agenda in action and highlight some key aspects of the response to the Covid-19 Pandemic.

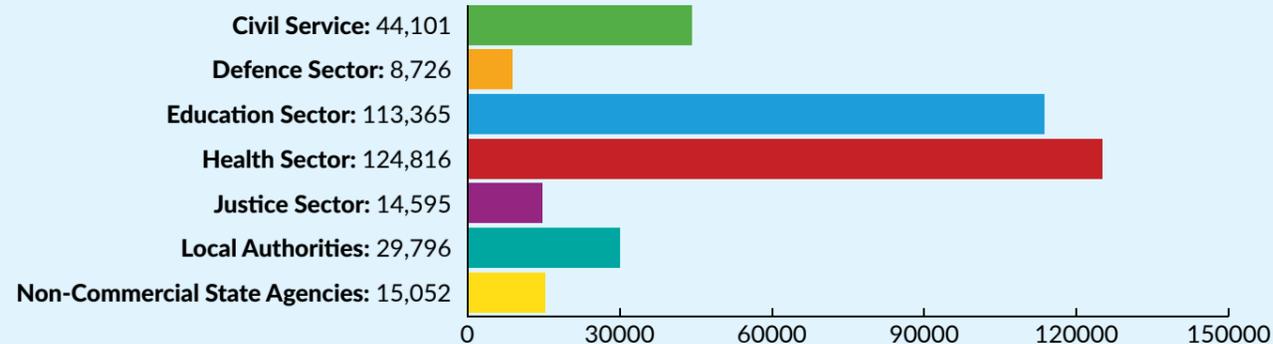
Appendices set out the detail of OPS2020's governance structures including the Public Service Leadership Board, Public Service Management Group as well as the associated Action Teams. Details are also provided on relevant publications and events held. Also included is a list of the successful applications for the 2020 Public Service Innovation Fund and projects funded under the EU's Structural Reform Support Programme (renamed the Technical Support Instrument during 2020).

The Public Service in Numbers

Exchequer Investment in Public Services during 2020



350,450 Public Service Employees at end Q4 2020



Figures are rounded and relate to full-year 2019, except where more recent figures available are indicated.

Justice



200,000 subscribers to the Garda Text Alert Schemes, across 1,160 local schemes. (in 2020)



Over **7,000** conferred with Irish citizenship since last report

678,000 matters came before the courts, of which **445,000** were criminal



7,200 Offenders dealt with through the prison system (nearly 9,000 committals)

Education



185,000 Students in full time third level education

Over **68,000** teachers educating **939,000** young people in **4,000** schools



120,000 preschool children in the Early Childhood Care and Education scheme

18,000 people in apprenticeships



Civil Service



Over **900,000** passports issued

23 Million total customer contacts with the Revenue Commissioners 85% of which were online (in 2020)



668,000 tests carried out of 13,500 samples (in 2020)



78.8 million social protection payments to 2 million beneficiaries

Local Government



More than **7,400** full and part-time jobs were created by Local Enterprise Office (LEO) clients



Local Authority Fire Services attended **29,000** emergency incidents



Over **17 million** visits to local authority libraries

3,100,000 followers of local authorities social media accounts, an increase of 386% since 2015



Health



59,800 babies born



170,000 women attended BreastCheck screening

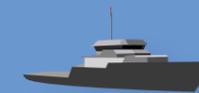


3,35 million new and return outpatient attendances



Over **392,000** emergency calls made to the Ambulance Service

Defence



780 fishery patrol days undertaken by the Naval Service (in 2020)



Over **1,600** Military Personnel serving overseas, including several missions with the UN (in 2020)



366 Emergency Aeromedical Service missions (in 2020)

State Agencies

49,500 Food businesses under the supervision of the Food Safety Authority of Ireland (in 2020)



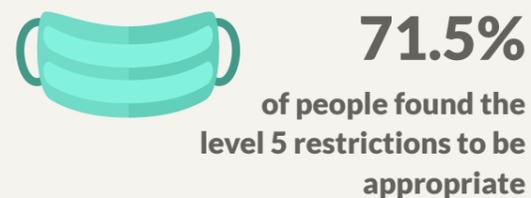
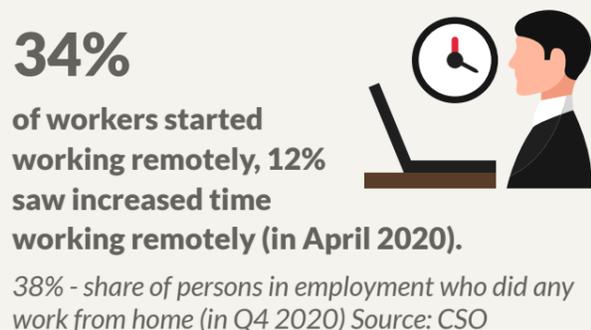
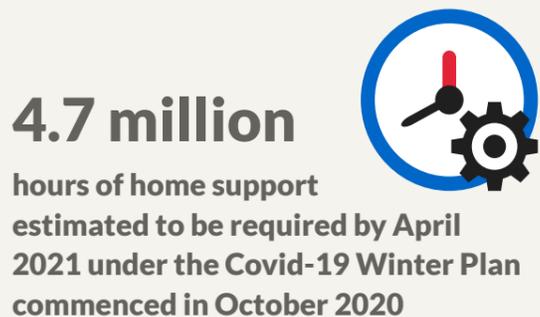
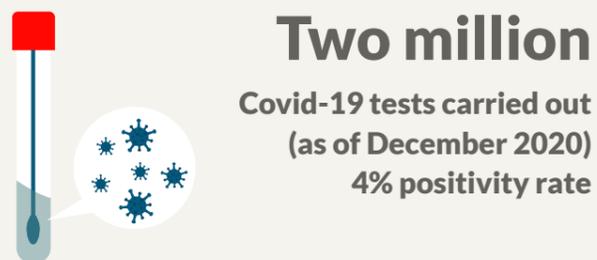
Over **77,000** Building Energy Rating (BER) Certificates issued (in 2020)

Over **220,000** people employed in Enterprise Ireland Client Companies

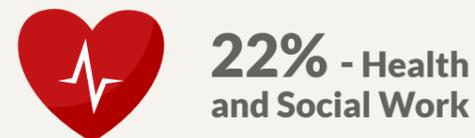


Covid numbers

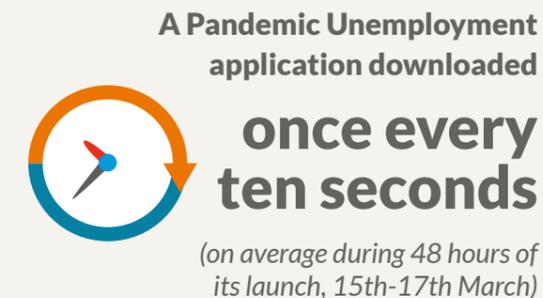
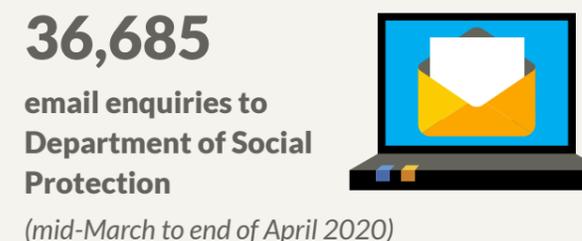
Figures are rounded where appropriate



Industries most affected by
Covid-19



*(CSO analysis of Covid-19 cases March to
November 2020)*



1. Introduction

Our Public Service 2020 is the Government’s framework for development and innovation in Ireland’s public service. Building on the achievements of two previous public service reform plans, it has been operational since 2018 comprising of 18 actions across three pillars:

Delivering for Our Public 	1	Accelerate digital delivery of services
	2	Improve services for our customers
	3	Make services more accessible to all
	4	Significantly improve communications and engagement with the public
	5	Drive efficiency and effectiveness

Innovating for Our Future 	6	Promote a culture of innovation in the public service
	7	Optimise the use of data
	8	Build strategic planning capability
	9	Strengthen whole-of-government collaboration
	10	Embed programme and project management
	11	Embed a culture of evidence and evaluation

Developing Our People and Organisations 	12	Embed strategic human resource management in the public service
	13	Mainstream strategic workforce planning in the public service
	14	Continuous and responsive professional development
	15	Strengthen performance management
	16	Promote equality, diversity and inclusion
	17	Increase employee engagement
	18	Review public service culture and values

This Second and Final Progress Report focuses on activity on the actions contained in Our Public Service 2020 in the period mid-2019 to end-December 2020.

Our Public Service 2020 has applied a citizen-centric approach to support sustainable, continuous improvement in the delivery of high quality services to the public. As well as driving innovation and collaborative working, the framework emphasises the importance of data-informed digital adoption to drive efficiencies. There also continues to be a strong focus on our people and organisations in progressing areas such as professional development, strategic workforce planning and championing equality, diversity and inclusion within our organisations and to the people we serve.

Importantly, Our Public Service 2020 places significant emphasis on demonstrating outcomes using reliable measures. Indicators have come to greater prominence during 2020 in both mapping the response to the Covid-19 pandemic and keeping the public informed.

The model of governance established in 2018 to oversee this framework has continued to operate very effectively with the **Public Service Leadership Board (PSLB)** providing collective leadership for its implementation. PSLB membership is at Secretary General/CEO level, representing a range of Government Departments and public service organisations. The PSLB is supported by a Public Service Management Group (PSMG) of Assistant Secretaries and equivalents from across the civil and public service.

The PSLB designated 12 of the 18 Headline Actions in Our Public Service 2020, as **Priority Actions**: These are:

Pillar 1

- » Action 1 Accelerate digital delivery of services
- » Action 2 Improve services for our customers
- » Action 3 Make services more accessible to all
- » Action 4 Significantly improve communications and engagement with the public

Pillar 2

- » Action 6 Promote a culture of innovation in the public service
- » Action 7 Optimise the use of data
- » Action 10 Embed programme and project management
- » Action 11 Embed a culture of evidence and evaluation

Pillar 3

- » Action 12 Embed strategic human resource management in the public service
- » Action 13 Mainstream strategic workforce planning in the public service
- » Action 14 Continuous and responsive professional development
- » Action 16 Promote equality, diversity and inclusion

Cross-sectoral action teams are working to progress the priority actions by sharing best practice, experience and expertise and collaborating to overcome common barriers. Their membership is drawn from experts from the Civil Service, Health, Local Government, Education, Defence and Justice areas. Further detail on the approach to governance, including membership of the various actions teams, is set out in **Appendix 2**.

Reform underway outside of the OPS2020 Priority Actions – Efficiency and Effectiveness in Public Expenditure.

While Action Teams were not constituted for all of the Our Public Service 2020 actions, the reform themes that they address are nevertheless the subject of significant activity outside the formal OPS2020 framework and structures.

Notable among these is Pillar One's **Action 5 'Drive efficiency and effectiveness'**- given that, regardless of the context, the Government has an ongoing pressing need to thoroughly scrutinise public expenditure to ensure that it is delivering value for money (Action 5 also effectively informs and underpins all of the other Actions under Pillar 2).

For example, the Department of Public Expenditure and Reform has advanced **Spending Reviews** to support the critical assessment of major public expenditure programmes. As well as efficiency and effectiveness, the current Spending Review (2020-2022) addresses key OPS2020 themes of data, collaboration, evidence and evaluation, workforce planning and culture & values. Furthermore, in 2019 an **update of the Public Spending Code** has strengthened the existing guidance to ensure greater efficiency and effectiveness of capital project delivery within the State, focussing in particular on financial appraisal, cost estimation and risk management. Rigorous application of this Code will assist public bodies in gaining a better view of costs, risks and timeframes before they commit to a project.

The Department's **performance budgeting initiative** also seeks to increase transparency and accountability about how public funds are spent and how the services that they fund affect people's lives. Further details in relation to this initiative is available in the

Revised Estimates Volume (REV) and the annual Public Service Performance Report.

In a similar way, the aims of **Action 9 'Strengthen whole-of-Government collaboration'** continue to be advanced on a number of fronts outside of the formal structures of Our Public Service 2020, and have seen significant progress made during 2020 as public services adapted to meet the unprecedented challenges arising from the Covid-19 pandemic.

Public Services Meeting the Challenge of the Covid-19 Pandemic

Some of the major initiatives that are underway across the public service in response to the Covid-19 pandemic include:

- Whole of civil and public service co-ordination and response to the crisis, breaking down the silos and structures of the past (e.g. Action 2, Action 5, Action 9);
- Given the sudden nature of the closure of school, colleges and other education and training centres, the main priority for education was to ensure continuity of teaching, learning and assessment so that the 2019/20 academic year could be successfully concluded. Providers responded by moving to a blend of online provision and remote learning (materials by post and phone calls) (e.g. Action 1, Action 2, Action 3);
- Increased digitalisation of services and exploitation of new technologies (e.g. Action 1; Action 3; Action 5; Action 7);
- Accelerated adoption of Robotic Process Automation (RPA), replacing slow, time-consuming manual processes (e.g. Action 5, Action 6, Action 7);
- Increased use of data, take-up of open-data channels and modelling, providing evidence and insight for policy and decision-makers (e.g. Action 5, Action 7, Action 11); and
- Increased flexible working and new work practices, including an exponential increase in remote working and mobility across the civil and public service (e.g. Action 6, Action 17).

A number of key organisational reforms already in place under the Government's reform agenda since 2011 have greatly facilitated the Civil and Public Service in responding rapidly to meet the challenges posed by the pandemic and its economic consequences. Among these are: the establishment of the Office of Government Chief Information Officer, the Government Information Service; the streamlined and centralised Government procurement system; a move to shared services; centralised strategic HR capability, and; structured networks for engagement.



Six high-level outcomes for the public service

Our Public Service 2020 – capturing and assessing progress

Our Public Service 2020 identifies six high-level outcomes, (shown in the diagram) to measure success for the whole public service over the longer term. However, it acknowledges that identifying insightful indicators is challenging and measuring outcomes is not necessarily straightforward. The OPS2020 Selected Indicators and Trends Report (available at www.ops2020.gov.ie), mentioned above, was developed as a tool to help inform and facilitate the development of such indicators.

Networks



Since 2018, five **Our Public Service 2020** networks have been established or augmented to support of the framework’s implementation across the whole of Government and to share knowledge and scale-up successful initiatives. For example:

- The Quality Customer Service Network (QCSN) meets quarterly to discuss topics of key relevance to members such as **“Customer Access” and “Addressing Covid-19 Customer Service Challenges & Innovating for the Future”**.
- The Innovation Network held frequent meetings and webinars as part of the **Inspiring Ideas** webinar series, such as: “Health Innovations with HSE Digital Transformation Unit”, “Innovations and the Defence Forces”, “Innovations and Local Authorities” and “Health Innovation Hub Ireland”.

The Programme and Project Managers Network has held six conferences, including four webinars, since September 2019, covering topics such as **“COVID-19: The new reality for Project & Programme Management”**, **“Project Management – Competencies & Qualifications”** and **“Supporting Project Managers**

in the Public Service” and “Managing Projects Remotely – Private & Public Perspectives”

- The Government Communications Network held nine events in 2020, three of which were in person at the start of the year. Each event aimed to provide opportunities for peer learning, networking and capacity building across Public Service Communications. Also held were practical peer learning sessions on topics such as crisis communications, stakeholder engagement, hosting hybrid events, and effective internal communications. These events were used as opportunities to encourage a collaborative and co-operative response to public health messaging and cross-Government communications campaigns.

2. Delivering for Our Public

Key Objective from Our Public Service 2020:
To deliver better and more cost effective services to the public.

Introduction

OPS2020 Pillar 1 ‘Delivering for Our Public’ focuses on ensuring that outcomes for the public are central to public service delivery by providing better and more cost-effective services that respond to the public’s needs.

Delivering for Our Public 	1	Accelerate digital delivery of services
	2	Improve services for our customers
	3	Make services more accessible to all
	4	Significantly improve communications and engagement with the public
	5	Drive efficiency and effectiveness

Actions 1 and 4 were identified by the Public Service Leadership Board as Priority Actions in 2018, with Actions 2 and 3 selected in 2019.

The latter two actions have strong synergies with the revitalised *Quality Customer Service Network* (QCSN), which was expanded successfully during 2019 to encompass city and county councils, Enterprise Ireland, the Road Safety Authority, Science Foundation Ireland, the Mental Health Commission, and a number of other bodies. By end 2020 over 115 Civil and Public Service organisations were represented.

The *Public Participation Network* structure (which allows local authorities to connect with community groups around the country) has also seen significantly greater use during the period, growing to 16,000 member groups since it was created in 2016.

Priority Action 1: Accelerate digital delivery of services

Expectations for technology-enabled Government and public services continue to increase as the public becomes more accustomed to digitally-enabled services in both their home lives and for commercial transactions. The ubiquity of mobile devices and the emergence of new types of technology present opportunities for public services to connect easily with customers and provide them with more effective and efficient services.

Action 1 'Accelerate digital delivery of services'

aims to provide a citizen-centred digital environment through which the needs of the public can be served efficiently and effectively. The intention is to provide information and services in an accessible, consistent and intuitive way.

The action team responsible for driving this programme is led by the Chair of the Public Service Leadership Board, Robert Watt, Secretary General of the Department of Public Expenditure and Reform (replaced on an acting basis in January 2021 by David Moloney). Implementation is co-ordinated by the Government's Chief Information Officer, Barry Lowry. Sectoral Digital Leaders' Groups have also been established in the major sectors of Justice, Local Government, Health and Education.

To realise this vision, the Action 1 Team is working to provide citizens with the best end-to-end online experience - accessed through a smart, searchable Digital Services Gateway with easy-to-follow instructions, clear and secure payment methods, and fast, high-quality digital service delivery.

The Action 1 Team has identified four core initiatives for prioritisation. Developments under each of these initiatives since mid-2019 are set out below:



Engaging with our customers

- Following a successful first described in the First Progress Report, the Office of the Government Chief Information Officer (OGCIO) conducted a second exercise (in December 2019) around citizen experience. Masters Degree Students from Trinity College Dublin's programme on Digital Marketing were engaged to examine where 'pain points' occur in dealing with the Irish State in a digital context.
- At the end of 2019, the Government approved priority projects/services for digitisation in 2020. This Digital Agenda for the Public Service includes:
 - » Ensuring the most used services are fully digital from end-to-end (rather than limited to just publishing information and forms online);
 - » Ensuring all digital services have the same look and feel, are understandable and easy to use, and use available infrastructure as building blocks - e.g. MyGovID, Digital Postbox, Revenue Online Service (ROS) Digital Certificate, Eircodes, Government Cloud and Data Centres etc.;
 - » Ensuring that all services are developed in line with best practice to be transformational, user-driven, mobile-centric, and accessible by all.
- The report of the *Cruinniú GovTech 2019* event (published in November 2019) identified priority actions for follow-up. This will serve as the point

of departure for the development of a full and comprehensive national GovTech Strategy.

- Government intends that the Steering Group overseeing development of the National Digital Strategy will be reconstituted following publication of the National Economic Plan in Q1 2021 to determine what actions need to be taken on further consultation.
- In the circumstance of the Covid-19 pandemic, public bodies have focused to an even greater extent on their online presence and online offerings.

Procurement - Developing a portfolio management tool

- The portfolio management tool (a software licensing and delivery model for the selection, prioritisation and control of programmes and projects) continued to be developed since the First Progress Report issued. OGCIO issued a Request for Tenders, with responses returned by end 2020. These are currently under evaluation.

Digital Post-box

- The Digital Post-box is a secure mail delivery solution for individuals to receive and store important Government mail electronically (e.g. statements, certificates, notifications, and reminders). Each individual will have their own dedicated Digital Postbox account with access to all their Government messages in a single, safe location.
- The Digital Post-box implementation has been completed and is available for service integrations, crucial to ensuring that citizens sign-up and use the service. Discussions were ongoing at end-2020 with a number of public service bodies on potential suitable services and advertising guidelines have been developed to assist the public bodies in making citizens aware of the Digital Postbox and to encourage take up.

Implementation of the Digital Service Gateway - Gov.ie

- The Digital Services Gateway has seen accelerated take-up during the Covid-19 pandemic: The gov.ie portal saw an increase in traffic from 6 Million in 2019 to 101 Million in 2020. On key announcement days, the website saw traffic of two million hits. Evidence of strong demand for digital services can also be seen in the dramatic increase in verified MyGovID accounts since the Covid-19 pandemic began. By end 2020 there were over 920,000 verified accounts - representing an over 60% increase in the period March to end-December 2020.
- Fourteen Departments (including Office of Public Works) were live on gov.ie by end 2020, with the remaining four scheduled to be added in Q1 and Q2 2021.
- The [circulars.gov.ie](https://www.gov.ie/en/directory) site was launched in October 2019 and the State Directory (containing relevant contact details for Departments/bodies (<https://www.gov.ie/en/directory>)) was launched at end-2019.
- OGCIO published a Cloud Advice Note in October 2019 with the aim *inter alia* of encouraging a more proactive and progressive approach by public service bodies to embracing cloud computing.

Robotic Process Automation

Note: While listed as a sub-action under Action 6 'Promote a culture of innovation in the public service', Robotic Process Automation is also a significant element of the digitalisation agenda and therefore also relevant in this context.

- A **framework agreement for Robotic Process Automation (RPA)** was published in August 2019 based on collaboration between the Reform Delivery Office in the Department of Public Expenditure and Reform and the Office of Government Procurement (OGP). All public service bodies can now draw down RPA services from an agreed supplier, saving significant time and money when scoping and implementing RPA. Skills transfer is a key aspect of this framework.
- By end 2020, RPA was operational or at advanced testing stage in 17 public service bodies.

- RPA has been leveraged to great effect in response to the Covid-19 pandemic to provide fast and scalable solutions across a number of critical areas of the public service. For example, RPA has been used in the daily management of positive case data at the Health Protection Surveillance Centre and in clearing backlogs for the Pandemic Unemployment Payment at the Department of Social Protection.

Priority Action 2: Improve services for our customers

Priority Action 3: Make services more accessible to all

Action 2: 'Improve services for our customers' supports, in consultation with the public where practicable, the delivery of quality services to the public and the availability of appropriate feedback tools to help improve service delivery. This follows the principles of the Government's Quality Customer Service (QCS) Initiative, and it shares a number of these principles with **Action 3: 'Make services more accessible to all'**. Given this close connection, the two actions are being progressed in tandem, through a combined Action Team and a combined Work Programme. The overall aim is to advance the Our Public Service 2020 high-level outcomes of increasing customer satisfaction, public trust, and improving government effectiveness.

The combined Work Programme is delivered primarily through the **Quality Customer Service Network (QCSN)**. The QCSN was established in 2000, with membership originally comprised of quality customer service representatives from across the Civil Service. The Network offers a platform for identifying best practice in customer services, and sharing learning across organisations. Under Our Public Service 2020, membership has been expanded to the wider Public Service.

The Covid-19 pandemic has highlighted the importance of placing the needs of the customer and citizen at the forefront so that public services are effective and responsive - the QCSN recognises that it can learn from the best practice customer service solutions developed during the pandemic. The combined Work Programme of Actions 2 & 3 was adjusted during 2020 to take account of the pandemic's impact on customer service capacity and practice in the public service.

The QCSN has produced high quality resources for members such as the **OPS2020 Guidelines for development of Customer Service Action Plan and Charters** and the award winning revised Customer Communications Toolkit for the Public Service.

OPS2020 Action 2 also emphasises the importance of training to improve the quality and consistency of the customer experience and promotion of quality assurance programmes in public service organisations. Action 2 & 3 resources have been shared with OneLearning (The Civil Service Learning and Development Centre), for example, for dissemination through customer service training modules.

Action 3 focuses on access to public services by all members of the public (including those with diverse needs). It promotes a user-centric service design and innovative approach to improving public services through facilitating the public's involvement in their design.

Actions 2 and 3 seek to promote consultation with service users, the application of evaluation tools and the importance of assessing the feedback received.

The Action Team identified four initiatives for prioritisation in 2020 (a further two initiatives were developed subsequently) – progress is set out below.

Oversee continued expansion of the Quality Customer Service Network out to the wider Public Service

- The expansion of the QCS Network to ensure greater cross-sectoral representation commenced at the start of 2019 and remains a priority of the Action Team. At end-2020 over 115 Public Service organisations were represented.



Develop Best Practice Case Studies

- In support of an innovative and proactive customer-service culture across the public service, the Action Team developed a Case Study Template during Q1 2020 to collect case studies on customer service best practice.
- The Excellence in Customer Service Case Studies publication, developed by the Reform Office, in conjunction with the QCSN, was launched in December 2020. This collection of 26 case studies demonstrate how Our Public Service is continually working to improve customer service and put citizens at the centre of service design and delivery.

Establish baseline of customer service across the public service

- A survey was undertaken in 2020 to determine a baseline for customer service practice across the Public Service. This was developed in consultation with the Reform Evaluation Unit, Department of Public Expenditure and Reform and was circulated through the QCSN in November 2020. Analysis of the survey's findings will inform future initiatives identified in the Action 2 & 3 work programme, such as the Customer Service Accreditation feasibility study and a Customer Service Strategy for the public service.

Develop a feasibility study for public service OPS2020 customer service quality assurance accreditation system

- Initial research was undertaken with a number of public service organisations in early 2020 to inform the development of terms of reference for a feasibility study to determine current practice, identify best practice and consider the feasibility of developing a customer service quality assurance accreditation system for the public service.

Covid-19 Customer Service Response

- The Action Team undertook a **Survey of the Public Service on Innovative Responses to Customer Service Delivery** via the QCSN during May 2020.
- The survey highlighted the importance of digitalisation: organisations with more developed digitalisation capacity were better positioned to adapt faster. It also suggested that during challenging times, people can adapt, learn, and work in new ways, and that it is possible to maintain a customer service remotely, with built-in flexibility. The importance of contingency plans to enable roll-out of remote access to staff at all levels at short notice to maintain delivery of services to the public during future exceptional events was also noted.



Priority Action 4: Significantly improve communications and engagement with the public

OPS2020 Action 4 aims to enhance engagement and accountability around the delivery of public services so that the public and businesses have greater input into their planning, design, implementation and review.

This action focuses on supporting public service organisations in improving engagement with the public and businesses through available structures, and in seeking new and emerging platforms. This requires new approaches to policy design, evaluation, consultation and implementation, as well as identifying international best practices in government communications.

The Action 4 Team has representation from the main sectors of the public service, with expert support from the Government Information Service (GIS) in the Department of the Taoiseach. Action 4 has been jointly lead by Michael Walsh, Chairperson of the City and County Managers Association (CCMA) and the Secretary General of the Department of Housing, Planning and Local Government, John McCarthy (until his retirement in 2020). Liz Canavan, Assistant Secretary in Department of the Taoiseach, is a co-sponsor (Ms Canavan also sits on the Public Service Leadership Board).

Two core initiatives were identified by the Action Team for prioritisation and recent progress on their implementation and measures of progress are detailed below:

Move towards proactive communications culture and enabling a communications strategy

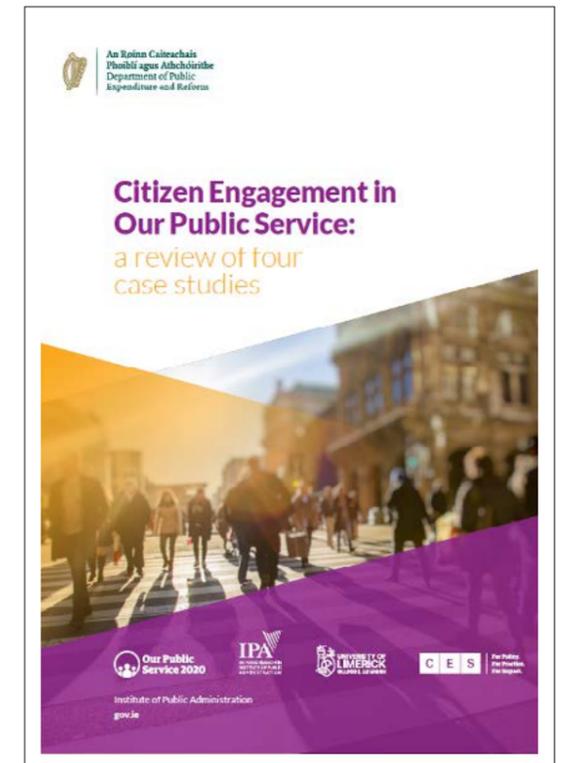
- The Government Information Service (GIS) in the Department of the Taoiseach is leading on a number of reforms to drive proactive communications across the civil and public service. The principal work streams aim to build communications capacity, bring best practice to cross-Government and cross-agency communications, streamline communications and drive improvements in citizen engagement via evidence-based design.
- From Q1 2020 in the context of the Covid-19 pandemic, a whole-of-government communications response was mobilised by GIS to ensure maximum clarity for the public and businesses. A thematic led Crisis Communications Framework was developed to guide the work, and augment the HSE public health communications campaign.
- The approach adopted by GIS has included, for example:
 - » The co-ordination of a daily grid of cross-Government communications activity.
 - » The establishment of a cross Government communications group comprising a

representative from all Government Departments and relevant agencies to ensure that communications are streamlined and coherent.

- » Dissemination of briefing material across Government (speaking points, query responses, FAQs).
- » Organisation of media engagements including press conferences, national broadcasts etc.
- » Stakeholder briefings across multiple sectors.
- » Public information campaigns across print, radio, T.V. and social media. GIS ran a number of campaigns centrally from March 2020. These ranged from explanation of different levels of restrictions, to awareness of supports that Government is making available in response to the crisis, to publication of Roadmaps and Plans to specific Government announcements and regionally focussed campaigns.
- In addition to its response to the pandemic, GIS has continued to focus on the other priorities, such as building communications capacity, implementing best practice and streamlining communications.
 - » By end 2020, Recruitment campaigns were under way or completed within the Civil Service to recruit communications expertise at Assistant Principal Officer (AP), Higher Executive Officer (HEO) and Executive Officer (EO) level.
 - » Cross-Government communications network met on a monthly basis. From March 2020, this event was held on Webex, bringing in a variety of relevant speakers across many topics.

Institute structured citizen engagement mechanisms across the public service

- In June 2020, the Reform Delivery Office published a series of case studies on citizen engagement in partnership with researchers and public bodies (accompanied by an over-arching paper) as follows:
 - » *Comhairle na nÓg* and Ireland's National Strategy on Children and Young People's Participation in Decision-making 2015-2020



- Department of Children and Youth Affairs in collaboration with the University of Limerick (UL)
- » €300k – Have Your Say – South Dublin County Council in collaboration with the Institute of Public Administration (IPA).
- » Public Participation Networks (PPN) – Department of Rural and Community Development in collaboration with the Centre for Effectiveness Services (CES).
- » Basic Payment Scheme 100% Online 'Roadshows' – Department of Agriculture, Food and the Marine in collaboration with the Institute of Public Administration (IPA).

The case studies represent a broad spectrum of citizen engagement initiatives and, together with the accompanying overarching paper, they target two main audiences - those with a particular academic interest in the subject of citizen engagement and those interested more broadly in the implementation of lessons drawn from the case studies. The case studies are available here on the [OPS2020 Website](#).

Pillar 1 Case Studies:

Simplified application process for unemployed support during the Covid pandemic and PowerApp for customer payment status

Department of Social Protection

From mid-March 2020 - in the unforeseen circumstances of the Covid-19 pandemic - social distancing requirements forced thousands of businesses to close with employees being made unemployed in record numbers. The Department of Social Protection (DSP) was required to respond to customer needs rapidly and on an unprecedented scale. It was also essential to relieve pressure on the Department's *Intreo* office network (where laid-off employees would ordinarily be advised to attend) due to the requirements of social distancing measures.

An Enhanced Illness Benefit was announced on 12th March followed by the introduction of the Pandemic Unemployment Payment (PUP) on March 15th - designed to support significant numbers of employees moving to rely on the State for income support. This represented a brand new service, run by existing DSP and seconded public service staff in new roles and with new teams, using new technology.

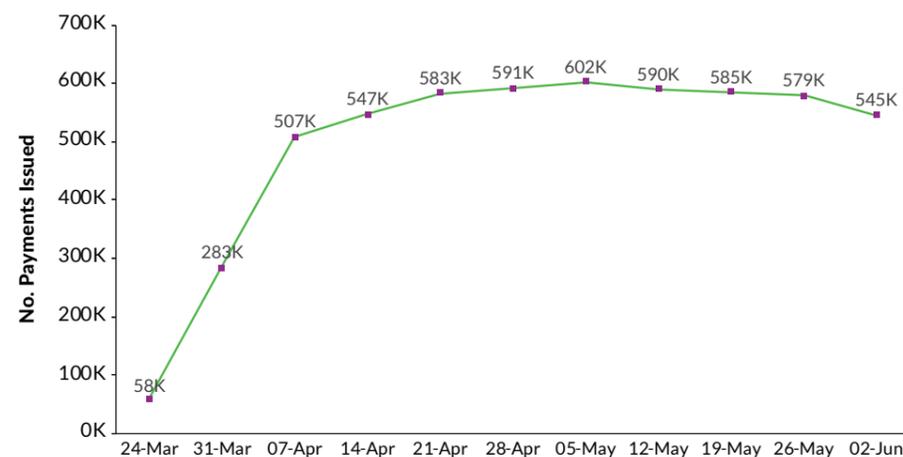
Call volumes to the Department's Income Support Helpline quickly reached over 5,000 per day with demand increasing day on day. The number of pandemic unemployment claims jumped from 60,000

to over 500,000 in the first three weeks of the scheme (see graph below).

Large numbers of staff had to be quickly brought into new customer service roles on the Income Support Helpline. The Department had to ensure that these staff - including redeployed staff from other public service bodies - could effectively support customers and answer their payment status enquiries, mindful of strict data protection protocols. Data capture had to be improved to allow a consolidated view of the status of all PUP Claims and provide real-time payment status information to customers.

DSP designed and developed an internal "PowerApp" to provide a consolidated view of each customer's payment status. This needed to be intuitive and easy to use for new staff unfamiliar with DSP's complex internal systems. This App greatly improved the ability of customer service teams to resolve issues for customers and became essential for DSP to support the 215,000-customer enquiries received by the Income Support Helpline customer service team in just 10 weeks.

The PowerApp proved simple and easy to use, allowing staff to access all necessary information by using a customer's PPS number. It enabled staff to log a customer's contact history and evolved to include an escalation process where complex cases were managed by a dedicated team. It also made it possible to include, update and validate customer data where required, to ensure DSP systems data was correctly captured. This led to a significant improvement in DSP customer service capabilities, identified any recurring system issues or problems and greatly improved data quality.



eProbate

Revenue and the Courts Service (Probate Office)

The Revenue Commissioners, in collaboration with the Courts Service (Probate Office) launched a new online form the "Statement of Affairs (Probate) Form SA.2" on 14 September 2020. This replaced the paper-based Inland Revenue Affidavit (Form CA.24), which is the first step for anyone intending to take out probate (e.g. professionals such as solicitors and tax agents or individuals acting as executors of wills).

Why innovate?

- The paper Form CA.24 ran to 20+ pages. It was a manual and resource intensive process (on average 20,000 forms were received each year each of which needed to be manually inputted to Revenue's database).
- The language in the form was highly technical, using legalistic terminology which made it less accessible to all customers
- High error rates were found in forms submitted - this resulted in multiple customer contacts, delays in the probate process for customers and increased the costs of delivering the service
- As a manual process, if a customer wanted to correct information or update details, this required the completion of a separate paper form.

The Process of Innovating

The redesign process involved a range of activities, these included:

- Plotting the customer journey in the Probate process and identifying pain points - for both customers, the Revenue and the Courts Service
- Workshops with experienced teams to identify common customer contact reasons
- Detailed examination of the form layout and content to determine if it was still fit for purpose
- Issuing a survey to key customers groups - in order to get direct feedback to feed into the redesign.

A customer centric approach

Customer's needs were at the heart of the redesign of the online Form SA.2. Their feedback was used to drive changes and improvements for the new form and modernises the current process, while also addressing shifting customer expectations. The form has been designed to be more accessible - it uses plain English, includes a range of tools and tips to guide applicants through the form and has been reviewed by the National Adult Literacy Agency (NALA).

By moving the form online Revenue was able to:

- design out common errors and reasons for contacts with customers
- consolidate three forms into one, as well as providing for the completion of that form, and any subsequent amendments, online.
- provide for the attachment of supporting documents such as wills
- remove an area of manual resource intensive work for its teams.

The new online Form SA.2 is also more environmentally friendly, eliminating approximately 750,000 pieces of paper each year.

The accessibility of the new online Form SA.2 was an important feature of the new process. The Form SA.2 is available to complete on both of Revenue's online channels [ROS](#) or [MyAccount](#) (ROS is primarily used by practitioners and businesses, MyAccount can be used by any individual).

The new simplified online form brings significant benefits to personal applicants giving them the confidence to settle the affairs of the deceased person by removing the necessity to complete multiple forms and facilitating the distribution of estates that are straight-forward in nature.

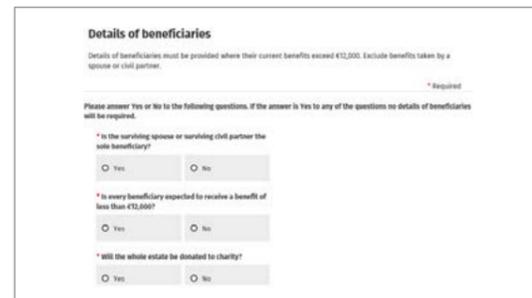
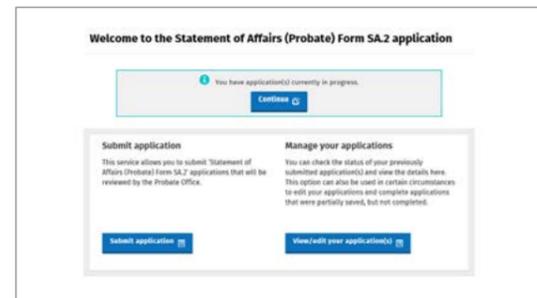
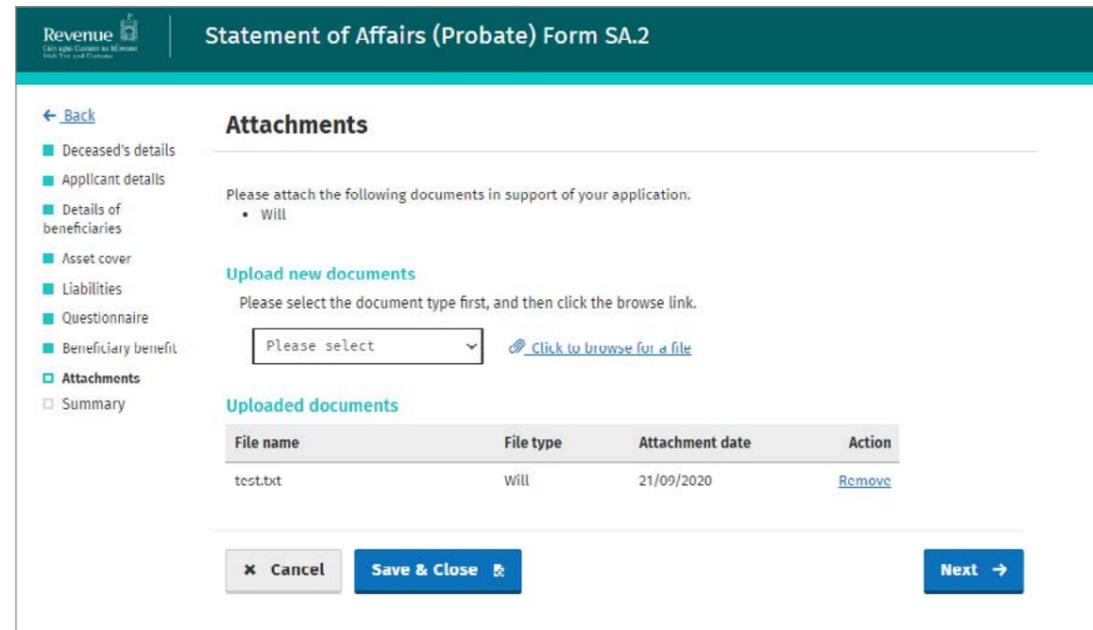
Communications and change management – including COVID impacts

Communications and change management plans were an essential part of this project from the outset. When Covid-19 restrictions eliminated the project sponsors' ability to meet face-to-face and provide training to key stakeholders, the engagement that had taken place throughout the redesign process proved invaluable. Rather than cancel the communications initiatives planned, delivery moved online – utilising webinars with Q&A sessions and messaging via websites and ezines, ensuring that customers remained engaged and informed on the new Probate process.

In March 2020 when Covid-19 restrictions were required, the entire eProbate project team moved to working remotely without delay. The key difference for the teams was that previously held meetings and discussions now took place via Skype or by phone. The ability of the team to pivot quickly ensured that the project stayed on target and came in under budget.

Despite the challenges of 2020, the original go-live date was met with the Form SA.2 successfully launching on 14 September 2020.

Information and guidance in relation to the new online Form SA.2 can be found on the Revenue website.



Employment Permits - Remote working and fully online

Department of Enterprise, Trade and Employment

The Department of Enterprise, Trade and Employment's (DETE) Employment Permits section has implemented a contingency plan to ensure that the Employment Permit system will continue to operate throughout the COVID-19 Pandemic. The plan, which commenced at end-March 2020, enables the section to work effectively, efficiently, remotely and fully online with electronic/scanned documentation replacing all hard-copy documents and post.

All of the functions of the section are carried out either through existing online systems or by new electronic ways of working that have been implemented and embraced by staff. There has been no reduction in output. A reduction in processing time was observed despite applications received at end-April 2020 showing growth over the same period in 2019. This response has been enabled through the flexibility of DETE staff together with a "can-do" attitude in confronting and overcoming the challenges posed.

Changes that were implemented in 2020 include:

- **E-mailing soft copy Employment Permits:** DETE agreed with Immigration Service Delivery, Department of Justice and Equality (DJE), to temporary arrangements that allow for an electronic version (pdf) of an employment permit to issue by email to the employer/employee/agents as proof of such permit having been granted for the named employee. A verification process has also been set up as an extra safeguard whereby DJE/Garda National Immigration Bureau (GNIB) officials can contact DETE officials, if required.

DETE's priority was to allow for the continued processing of employment permits and to provide employees with the documentation they would need when entering the country. The Department's agreement with DJE included furnishing a copy of the documentation sent to the employee also to DJE to facilitate their verification of the employment permit information.

Employment Permits Section received immediate support from DETE's IT Unit who assisted in designing a work-around, provided technical solutions and made all the necessary changes requested to existing systems to allow for an electronic version of the employment permit to be generated as an additional option on the existing Employment Permits Management System.

After some initial testing in a test environment, the changes were put into production. A small number of experienced processors initially 'stress tested' the changes and identified a number of issues to be resolved. Once Employment Permits section signed off on the changes, employment permit processing and distributing of permits began being carried out entirely remotely.

In addition to making the required changes to back-end systems, Employment Permits Section organised an online training program for 21 members of staff in respect of the changes made. For those who had laptops or desktops that were not video capable, DETE IT designed and distributed a short training video.

The electronic version of the employment permit, together with an email confirming that an employment permit had been granted, is now sent electronically to the applicant, the employee and to GNIB. Thanks to DETE's IT team, the new process was designed, tested and implemented successfully in a short period of time.

In time, when employment permit operations return to normal, the original and certified copies of the employment permit will be distributed by the Department to both employee and employer as per normal arrangements.

- **Medical Personnel:** All permit applications for medical personnel are expedited on a daily basis for immediate processing. Since mid-March, 2020 nearly 5, 000 employment permits for Doctors, Nurses and Radiographers have been issued (at February 2021) to assist the country in its fight against the COVID-19 Pandemic.



- **Trusted Partner:** Applications for Trusted Partner status (for companies that are regular users of the employment permits system), and renewal of Trusted Partner status, can now be submitted electronically for the duration of the restrictions. A regulatory requirement to submit a hard copy of the application form to the Department has been dispensed with in the new Regulations, effective 1 May 2020.
- **Refunds:** The Employment Permits section has created a new fully on-line process to remotely generate the required documents for the Department's Finance Unit to facilitate refunds. The first refunds were made during May 2020.
- **Statement of Loss Applications:** A scanned Statement of Loss form is currently being accepted (rather than by post).
- **Surrender of Existing Permits:** Notification of the surrender of an employment permit will be accepted electronically for the duration of the Covid-19 pandemic due to difficulties in retrieving and posting original and certified copies back to Department.
- **Transfers of Undertaking:** Notifications of Transfers of Undertaking can now be submitted electronically (rather than by post).

Good practice in citizen engagement

Department of Agriculture, Food and the Marine's (DAFM) engagement with farming families moving to fully online application process for receipt of the EU Basic Payment Scheme



The EU Basic Payment Scheme (BPS) provides basic income support to farmers on the condition that they adhere to strict rules on human and animal health and welfare, plant health and the environment. Around 130,000 Irish farming families apply for payment, which totals approximately €1.2 billion a year.

Previously exclusively paper-based, a pilot online service for the BPS was introduced in 2007. By 2017, the Department of Agriculture, Food and the Marine (DAFM) received over 114,000 online applications (approximately 87 per cent of the total applications).

On foot of the EU Commission's decision that from 2018 all BPS applications must be online, a significant change of practice was required for the approximately 30,000 Irish farmers who were used to submitting a paper form. These were the farmers most reluctant to use online and/or with the most difficulty in accessing online services.

DAFM, through its Direct Payments Unit (DPU), undertook a substantial engagement initiative to inform and support farmers in moving to a 100 per cent online system.

In preparation for the 2018 BPS online campaign, DAFM:

- Opened the BPS online application facility (INet) earlier than previous years.

- Commenced messaging on the 2018 online requirement from the 2017 Ploughing Championships onwards.
- Did not include paper application forms in the annual BPS application pack from 2018 onward.

The Department's campaign was underpinned by a two-tiered approach involving:

- The development of a substantial communications campaign, using radio, local papers, and talking to farmer representative bodies. A substantial letter campaign and the use of text messages targeted individual farmers.
- Reaching out to farmers, providing one-to-one clinics in various locations on an intensive basis all over the country.

The DPU consulted with farm bodies, Teagasc, the Agricultural Consultants Association and farmers on the barriers to online application.

DAFM's Press Office launched a communications strategy via various different channels - letters, text messages, press releases, notices in the farming press, radio and social media. The goal was to:

- **Highlight the benefits of BPS online**, and the simplicity of the process.
- **Raise general awareness** - commencing at the 2017 Ploughing Championship, followed by other events. In early 2018, DPU wrote to the remaining paper-based applicants to inform them of the requirement and outline the supports available. Subsequent letters reinforced the message. DPU tracked applications as they were made and targeted subsequent letters accordingly. Letters were made as easy to understand as possible, with information tailored to the stage of the process.
- **Publicise the supports available to farmers** - in particular the one-to-one clinics. Experience in 2017 showed that the most effective method of advertising this support was via the direct letters. A targeted process of advertising these clinics was put in place for 2018. As well as the letters to farmers, this included national and regional newspapers, local radio, text messages to farmers, and direct phone calls. Over 10,000 phone calls were made by DAFM to relevant farmers in the run up to the deadline.

The online BPS has been a major success. The target of 100 per cent online applications was reached and the initiative was well received across the country.

3. Innovating for Our Future

Key Objective from *Our Public Service 2020*:

To ensure that the strategies and policies that direct the delivery of public services are innovative and focused on the real impact of policies and programmes on the Irish public.

Introduction

Pillar 2 ‘Innovating for Our Future’ has six actions intended to enable innovative and joined-up strategies and policies related to the delivery of public service. This pillar supports collaboration across the public service and maximising existing skills, experiences and data, as well as promoting a culture of evaluation.

Pillar 2 addresses the need for the public service to be both increasingly innovative and collaborative - and well-positioned strategically to respond effectively to the complex challenges facing Irish society today and into the future.

Innovating for Our Future 	6	Promote a culture of innovation in the public service
	7	Optimise the use of data
	8	Build strategic planning capability
	9	Strengthen whole-of-government collaboration
	10	Embed programme and project management
	11	Embed a culture of evidence and evaluation

This Pillar seeks to promote, in particular, better use of data, including more effective sharing of data between public organisations.

Actions Teams made up of experts from across the public service are driving the headline actions under **Pillar 2 ‘Innovating for Our Future’** and supporting delivery of the sub-actions.

This chapter focuses on the activity underway within the priority actions but it is important to note that significant initiatives are underway generally under this theme throughout the public service, including many initiated independently of *Our Public Service 2020*.

The Public Service Leadership Board (PSLB) selected Actions 7 and 10 as Priority Actions in 2018 and **Action 6: Promote a culture of innovation in the public service and Action 11: ‘Embed a culture of evidence and evaluation’** were selected in 2019.



Priority Action 6: Promote a culture of innovation

The focus of this action is to promote innovation across the public service, including alternative and novel options for service delivery. The Public Service needs new ways of working and to champion change if it is to continue to meet the needs and expectations of the public into the future. In particular, public servants need to be supported in undertaking managed risk and their achievements recognised and rewarded. The resulting successes and failures need to be shared to support learning.

The Action 6 Team is jointly led by the Secretary General of the Department of Business, Enterprise and Innovation (renamed the Department of Enterprise, Trade and Employment (DETE) in November 2020), Dr Orlaigh Quinn, and the Chief Executive Officer of Enterprise Ireland, Julie Sinnamon. It has expert representation from the six main sectors of the public service. Support is provided by DETE, as well as external support from the Department of Public Expenditure and Reform - including a specially seconded team of six staff from across the public service to act as a central 'Innovation Team'. The objective is that the public service's culture will support and encourage innovation among staff, optimise public service delivery, and value client satisfaction in accessing public services.

To advance this agenda, a series of high-level initiatives were developed - with an initial focus on five initiatives, subsequently expanded during 2019. Progress made up to end 2020 is detailed below:

Baseline the current innovation culture of the public service and barriers to innovation

- The European Commission's Structural Reform Support Service Programme provided technical support for the Reform Delivery Office's (RDO) development of a public service innovation strategy. This involved an examination of the state of innovation in Ireland's public service against a set of international comparators. It found that the perceived level of innovation maturity was low and highlighted barriers and enablers in driving a culture of innovation. A suite of measures were proposed for action by public service leadership to allow Ireland become a world-leader in public service innovation. This suite of measures provided a baseline for the development of an innovation strategy and innovation actions (see below).

Declaration on public service innovation

- Following the development of Ireland's Declaration of Public Service Innovation (based on the OECD declaration tailored to the Irish context and reported in the First OPS 2020 Progress Report), 47 organisations had signed-up by end 2020, including An Garda Síochána, the CSO, the HSE, Enterprise Ireland, Fáilte Ireland, National Shared Services Office (NSSO), OPW, The Teaching Council, as well as major Government Departments and local authorities across the country.

Strategic and business level commitments to Innovation across the Public Service

- In late 2019, also funded by the EU's Structural Reform Support Programme (SRSP), Consultants EY were appointed to pilot innovation strategies in four public service organisations – The Courts Service, the Local Government Management Agency, the Department of Agriculture, Food and the Marine, and Monaghan County Council. The work has been completed and a comprehensive toolkit and an Innovation Strategy have been developed based on these pilots. The Innovation Strategy - 'Making Innovation Real' - was launched by the Minister for Public Expenditure and Reform in November 2020 - details can be found online at www.ops2020.gov.ie.

Pilot innovation projects that staff can work on collaboratively across the public service, with particular emphasis on larger sectors such as health, education and justice

- A central Public Service Innovation Team has been created in the RDO, staffed via an innovative secondment model supported by the sectors involved. This cross-sectoral innovation team is driving the delivery of the innovation initiatives outlined by the Action Team (see below).

- Further pilots in robotic process automation (RPA) have been commenced in a number of Departments/bodies and a coordinated policy is being driven by the RDO (see also page 17).
- A Public Service Blockchain Fellow was recruited in 2020 through Science Foundation Ireland's Public Service Research Fellowship scheme to explore opportunities to use Blockchain in public service processes.

Establish an Irish Public Service Innovation Network

- The Public Service Innovation Network established in 2019 had a membership of over 830 by end 2020.
- During 2019, public service organisations were asked to nominate Innovation Representative(s) to participate in the Network, champion innovation within the organisations and act as a key contact point for the RDO on public service innovation. At end-2020, there were 130 Innovation Reps in 88 public service organisations.
- In addition, the Public Service Innovation Team has developed an online innovation and collaboration forum as a response to the Covid-19 situation. Launched to the Innovation Network in April 2020, the Forum had over 320 members at end-2020 (available at: <https://forum.ops2020.gov.ie/login/>).

Identify and invest in innovation skills and skill gaps

- As mentioned above, technical support for RDO's development of a public service innovation strategy was approved for funding under the EU SRSP Programme. This includes the creation of a skills framework for public service innovation and design of an innovation in leadership learning and development intervention.
- A series of Masterclasses in Innovation for Public Service Leaders were provided in an online interactive setting during 2020. Over 100 public servants at Director level or higher in the Public Service participated in these classes. Further iterations are planned for 2021.

- The RDO placed approximately 290 mid-senior public service managers from across the public service on a two-day 'Essentials of Innovation' Course during 2019 and 2020. Further iterations are planned for 2021.
- The RDO and the Institute for Public Administration have developed a Professional Diploma in Public Service Innovation. The first intake occurred in September 2020. Over 100 public servants at management board level had attended by end-2020.

Establish a dedicated fund to support public service innovation

- A pilot Public Service Innovation Fund was launched in 2019. In all 136 applications were received, with associated funding requests totalling €6.74 million. In all, 18 diverse projects from across all sectors were selected, receiving funding totalling over €500,000.
- The Innovation Fund was increased to €1 million for 2020. In total 364 applications were received requesting over €15.4 million, an increase of 168% in applications and 129% in funding requested over 2019's pilot fund. A total of 34 projects were selected – see Appendix 5.

Identify opportunities for cooperative-collaborative engagement with enterprise and research institutes, third level colleges and industry to get additional utility for the State, with minimal additional costs

- The Department of Enterprise, Trade and Employment (DETE), formerly DBEI, in collaboration with Science Foundation Ireland, has developed the Public Service Fellowship Programme to bring STEM researchers into public service bodies.
- The RDO has been working with the Office of the Government Chief Information Officer (OGCIO) to develop a GovTech implementation plan to solve typical public service challenges (which might include, for example, communications and engagement, transaction verification, safety

and security, Brexit etc.) using start-ups and entrepreneurs.

- Enterprise Ireland has continued to grow the Small Business Innovation Research Programme, first launched in 2014, to solve public service challenges with bespoke prototyped solutions using a tiered, competitive model.
- Ireland's National Intellectual Property Protocol was published by the Department of Business Enterprise and Innovation in 2019 to assist in the commercialisation of research with public sector origins.
- Enterprise Ireland's National Support Structure for the Horizon 2020 Programme (the EU-level Research and Innovation programme) supports and enables better cooperation between research, industry and the public service.
- Health Innovation Hub Ireland (established in 2016 by the Department of Enterprise, Trade and Employment and the Department of Health and supported by Enterprise Ireland and the HSE) also supports collaboration between research, industry and the Health system.

Supporting innovation with a whole of Public Service approach

- During 2019, a number of public servants were seconded into the Reform Delivery Office from across a number of different areas of the public service to support public servants in driving innovation in their organisations.
- This innovation team has been responsible for a number of initiatives and activities designed to deepen an innovation culture within the public service. These initiatives include : establishing and running a public service-wide Innovation Network; establishing and managing the Public Service Innovation Fund; establishing and running the new public service-wide Innovation Week; establishment of a network of formally-appointed Innovation Reps who act as a key liaison for their organisations and champion innovation; the establishment of an Innovation Newsletter and other communications such as Social Media to drive engagement; the establishment of a webinar series entitled 'Inspiring Ideas' which aims to showcase great stories of public service innovation; and the establishment and



management of an innovation and collaboration forum where public servants can connect and collaborate on innovation topics.

- The first public service-wide 'Innovation Week' took place in December 2019 during which public servants participated in over 200 events and activities across the country. Approximately 600 people attended the Innovation Conference held in Dublin Castle, where the programme featured over 20 speakers and provided a showcase for excellent examples of innovation in public services. In addition, over 500 people participated in innovation workshops, called Faster Classes.
- A second 'Innovation Week' took place online in October 2020. This involved 50 speakers from 11 countries over the course of five days and saw more than 5,000 public servants attend events. Topics explored during the week included: strategic foresight; human-centred innovation; the new innovation strategy; designing better policy; inclusive innovation; innovation leadership; social innovation; problem reframing; robotic process automation; and Blockchain.

Develop a communication framework for innovation

- The RDO significantly enhanced and relaunched its online presence - www.ops2020.gov.ie - during 2019. The RDO also continues to provide information and case studies using new media (e.g. video material) to showcase innovations across the public service.
- A Public Service Innovation Newsletter was created in 2019. This is distributed to the entire Innovation Network.

Priority Action 7: Optimise the Use of Data

As awareness of data's significance as a strategic asset increases, a more structured and rigorous approach to data management is emerging across the public service. Greater sharing of data across Government can facilitate better service delivery, support better decision-making and increase ease of access to services. Through the principle of 'collect once, use often', public service delivery can become more efficient and consistent, public engagement with government can be enhanced and digital service delivery improved.



OPS2020 Action 7: Optimising the Use of Data is underpinned by the Government's [Public Service Data Strategy 2019-2023](#) - the implementation plan for which was approved in February 2020. The Strategy contains a detailed vision - with goals and actions - to deliver a more joined-up, whole-of-Government approach to how data is used and managed within the public service. The measures that result will improve how data is governed and re-used in a secure, efficient and transparent manner for the benefit of the public, businesses and policy makers.

Building on existing data initiatives such as -

- The National Data Infrastructure (NDI), which is concerned with the systematic identification for administrative purposes of people, businesses and locations in the State; and
- The Data Sharing and Governance Act 2019, which sets out a legal framework for the sharing and governance of data across Government

The Public Service Data Strategy 2019-2023 focuses on how Government can reuse data in a secure and transparent way to deliver services and develop policies in a more modern, agile and informed manner.

Rather than through an additional Action Team, the delivery of Action 7 is driven via the National Data Infrastructure structures and the Open Data Unit in the Department of Public Expenditure and Reform (see www.data.gov.ie). It is also being progressed in tandem with the [Civil Service Renewal Plan Action 24 - 'Improve how data is collected, managed and Shared'](#).

National Data Infrastructure (NDI)

Significant further progress was made up to end 2020 on developing the National Data Infrastructure.

- Established in 2017, the NDI Champions Group:
 - » is made-up of representatives from all Departments and agencies with high-value data and
 - » monitors and promotes coverage of key identifiers across public service data holdings.

Under the chair of Paul Morrin (Assistant Director General, CSO), the Group has continued to meet during the Covid-19 pandemic on a virtual basis.

- The NDI dashboard, developed by the Champions Group, summarises the coverage of record-level (i.e. data in which each record is related to a single individual) PPSNs and Eircodes for key data holdings of Government Departments and agencies under their aegis, and identifies where opportunities exist for improved coverage of the PPSN and Eircode in administrative systems and processes. A NDI sub-group is currently developing a third key identifier, the Unique Business Identifier (UBI).
- In 2019, the NDI dashboard included PPSN and Eircode coverage data of 44 unique databases containing an estimated 42 million records. PPSN coverage was strong with 81% of new records and 84% of active records having an allocated PPSN. The NDI dashboard also shows that Eircode coverage, while improving, remained low in comparison at 40% for new records and 37% for active records. The Champions Group acknowledges that more must be done to improve Eircode coverage in particular, and to ensure PPSN recording by departments and agencies remains at high levels now and in the future.

- The NDI Champions Group is targeting the promotion of the OSi Eircode Application Programming Interface (API)¹, 'just ask + API' approach and the OGP Eircode Encoding Framework, which facilitate the capture of Eircodes, as a key commitment.

Data Sharing and Governance Act

- The Data Sharing and Governance Act - signed into law in March 2019 - provides a statutory framework for the promotion and encouragement of data sharing between public bodies for legitimate and clearly specified purposes and compliant with data protection law. Two parts of the Act were commenced in April 2019:
 - » Part 5 - relating to the sharing of public service information; and
 - » Part 6 - relating to the creation of Unique Business Identifiers.
- Preparatory work for commencement of the remaining parts was progressed during 2020.
- OGCI's Data Governance Unit leads on the establishment of the Data Governance Board provided for in the 2019 Act. Internal members (i.e. appointees from public bodies as provided for in the Act) were invited to take a position on the board by end-2020. External board members are being sought through the State Board appointments procedure and the first meeting of the Board is scheduled for Q1 2021.

Open Data

- The Open Data Unit in the Department of Public Expenditure and Reform leads policy development in relation to the Government's Open Data initiative. The Open Data Portal (Data.Gov.ie) operated by the Unit makes data available in a free and open format for reuse and redistribution. In Europe, Ireland is identified as an Open Data Leader. In 2019, Ireland continued to lead the way in Europe for Open Data having been ranked top of the European Commission's Open Data Maturity survey for the third consecutive year. In 2020 Ireland ranked in 4th place overall (behind Denmark, Spain and France).

- At end 2020, the National Open Data Portal contained links to over 10,300 datasets from over 120 publishers and 595 public servants had received open data training.
- Since 2016, an Open Data Engagement Fund has run on an annual basis to promote the use of datasets on the Open Data Portal. The Fund in 2019/2020 provided total funding of €40,000 to 10 successful projects. The Fund for 2020/21 provided €26,100 to fund seven projects.
- The Open Data Unit participated in a number of seminars and conferences during 2019-2020 to promote the release of government data by public bodies and reuse of open data by SME's, academia, media and citizens for social and economic purposes. The unit organised an Open Data Conference in Dublin in November 2019, which addressed the theme of 'Open Data Challenges and Opportunities', attended by over 130 delegates. The Unit collaborates with open data counterparts in other EU Member States and during 2019 welcomed visits from Poland and Northern Ireland.
- While use of the Open Data Portal has increased steadily since 2017 - with the number of visitors in March 2020 (17,315) being more than twice that in March 2017 (8,287), significant increases in Portal traffic were seen since Covid -19 pandemic-related data was first published on the Portal at end-March 2020. Over the period March 1 - May 31 2020, a total of 63,201 visitors were recorded - a 30% increase over the same period in 2019. In May 2020 alone, the number of visitors increased by 80% compared to the same month in 2019.

Public Service Data Catalogue

- Work on the Public Service Data Catalogue was progressed during 2020 for its launch during Q1 2021. OGCI has worked closely with Derilinx, the chosen tenderer, to develop the Data Catalogue solution and provided increased cataloguing functionality for public bodies. OGCI has engaged with Departments and agencies across the public service to gather data on the key datasets of personal, business and spatial data that is now available at <https://datacatalogue.gov.ie/>

- The Catalogue provides high-level descriptive information about key data holdings across the public service (the data itself is not accessible via the catalogue - only the descriptive metadata such as name, description, purpose etc.).

Priority Action 10: Embed programme and project management

Developing and maintaining the Public Service's capacity to programme and project manage initiatives at all levels is critical to successful delivery of key Government priorities. The vision underlying Action 10 is to strengthen programme and project management as a professional discipline within the public service in order to support better management of both current and capital programmes and projects and thus deliver better outcomes for the citizen. It is closely linked with Action 17 of the Civil Service Renewal Plan 'Improve project management capacity'.

The ongoing Covid-19 pandemic in particular highlights the value of robust project and programme management (particularly in the planning stages) to ensure that eventualities such as disaster planning have been incorporated in how the public service does its business.

Priority Action 10: 'Embed programme and project management' seeks, in particular, to:

- Extend the already-established Civil Service Project Managers Network to project management practitioners across the whole public service in order to provide a wider forum where common project management approaches can be shared and where learnings based on proven models currently in use across the public service can be communicated;
- Assist with the identification of the competencies required for a range of project, programme and portfolio roles, and the associated training and education to facilitate personnel to fulfil these roles;
- Build on the programme management experience developed since the establishment of Programme Management Offices (PMOs) in the Department of Public Expenditure and Reform and engagement

with major sectors of the public service through workshops of the Action 10 Team and at the Project Managers Network;

- Review the Reform Delivery Office's Practical Handbook on Programme Management and consider ways of embedding its use across the public service;
- Consider how to sustain the work developed by both the Action 10 Team and linked initiatives under Action 17 of the Civil Service Renewal Plan into the future.

From its initiation, Action 10 has been jointly led by the Secretary General of the Department of Defence, Maurice Quinn, and the Chief of Staff of the Defence Forces, Vice Admiral Mark Mellett. The sponsors are Assistant Secretary General - Department of Defence, Des Dowling and Assistant Chief of Staff, Brigadier General Peter O'Halloran. Following their retirement in mid-2020, Maurice Quinn has been replaced by Jacqui McCrum and Brigadier O'Halloran by Brigadier General Adrian Ó Murchú, respectively.

Action Team 10 selected three core initiatives for prioritisation. Progress made on these priorities since the OPS2020 First Progress Report is set out below:

Develop reach of the current Civil Service Project Management Network (CSPMN)

- The Civil Service Project Management Network was formally reconstituted to become the Public Service Project Managers Network (PS PMN) at the network's conference held in September 2019. An in-person PS PMN Conference was held in December 2019 based on the theme of "Governance and Leadership, fostering innovation, leading to the delivery of better outcomes".
- Action 10 Team Subgroups continued to meet and progress programme and project management initiatives during the Covid-19 pandemic in 2020. The Programme and the Project Managers' Network also continued to meet virtually, with four webinars held:
 - » **May 2020: Theme** - 'Supporting Project Managers in the Public Service'. This included speakers from the Department of Defence, Transport Infrastructure Ireland and the Local Government Management Agency on a variety

¹ www.osi.ie/services/public-sector-eircode-api-locator-service/



of topics including *Managing Mega Projects and Supporting Project Managers*.

- » **July 2020: Theme** – ‘Project Management – Competencies & Qualifications with topics such as Developing PMO capabilities – the Irish Water Experience’ with a speaker from Eirvia.
- » **September 2020: Theme** – ‘COVID-19: The new reality for Project & Programme Management’.
- » **December 2020: Theme** – “Managing Projects Remotely – Public and Private Perspectives” featuring presentations from Fujitsu Ireland Ltd and the Education & Training Board, Dept. of Education & Skills, on practical experiences of managing projects in the context of reduced on-site opportunities.
- The network’s membership had grown to over 600 by end-2020.

Identify pilot policy/strategic projects to demonstrate the benefits of programme and project management

- A subgroup established under the Action 10 Team has sourced a variety of exemplar Case Studies from across the Public Service. These have been collated and a Catalogue/Reference Guide developed by PMO Department of Defence under agreed themes in a way that further case studies can be added as they are received.
- The Case Studies were launched at the first Public Service Project Managers Network Conference

on 3 September 2019 and can be accessed at the OPS2020.gov.ie website. The catalogue and reference guide will be regularly reviewed and updated.

Publish public service handbooks for programme and project management

- Action 10 Team has reviewed and adapted a **Project Management Handbook for the Public Service** with the intention of: (i) supporting managers by giving them an easy reference guide to the core principles and methodologies of project management and; (ii) promoting a standardised and consistent approach to the governance of project management across the public service.
- The revised Handbook, which highlights linkages with the revised (2019) Public Spending Code, was launched at the Public Service Project Managers Network Conference in December 2019. A “How To” information video on the Handbook has been developed to help with promulgating awareness. The Handbook is available here on the OPS2020 Website: www.ops2020.gov.ie/app/uploads/2020/01/20191210_OPS-2020-Action-10-Public-Service-Project-Management-Handbook.pdf

Review competencies and training requirements for project management roles

- A sub-group was established to define and codify the competencies and skills required to fulfil the various roles within project, programme and



portfolio management in the Public Service, and to provide guidance on the training necessary to achieve said competencies and skills.

- The Training subgroup has produced a suite of draft documents relating to certified courses and project management competencies. Members have had direct engagement on the Administrative Officer (AO) training programme and have discussed opportunities to refresh the current project management training opportunities provided through OneLearning.

Priority Action 11 Embed a culture of evidence and evaluation

The quality of the decisions made by the public service bodies depends very much on the quality of analysis and advice that underlies them. Evidence-informed policy seeks the best available evidence to underpin robust policies that lead to better outcomes for people, businesses and the public service.

The focus of **Priority Action 11: ‘Embed a culture of evidence and evaluation’** is on ensuring that the public service continues to develop its capacity to produce analytical evidence, reduces its reliance on external bodies and ensures that the results of evaluation and evidence-based analysis is further integrated into the policy, planning and design, and decision-making processes.

Action 11 is being advanced via the Irish Government Economic and Evaluation Service (IGEES), the Department of Public Expenditure and Reform’s

Reform Evaluation Unit (REU), as well as Government Departments and evaluation units/practitioners across the public service, who are all working to enhance the culture of evidence-informed decision-making and evaluation.

Established in 2012, IGEES is an integrated cross-Government service to support evidence-informed policy making through the provision of policy insights based on data and analysis.

The Reform Evaluation Unit was established to promote outcomes-based approaches for the design and delivery of OPS2020 actions and initiatives. As noted earlier, to support this, in September 2020, the REU published the OPS2020 Selected Indicators and Trends Report (see below).

The REU published a Spending Review paper ‘Job churn in the public service – a trend analysis of the workforce dynamics during the years 2006-2018’ in October 2020. The paper’s key message was that public service job churn had been pro-cyclical with less fluctuation than the private sector during the period, yet sectoral differences within the public service with education and health showing higher job movements than other groups.

The REU also circulated a paper entitled ‘Insights from Civil Service organisational Covid-19 staff surveys’ in 2020, which presented the findings and insights on common themes emerging from reviewing nine Civil Service organisations’ Covid-19 staff surveys undertaken between April and August 2020.

The REU is also Ireland’s designated coordinating body for applications to the European Commission’s Structural Reform Support Programme (SRSP) (renamed the Technical Support Instrument in 2020) and has developed links with the European

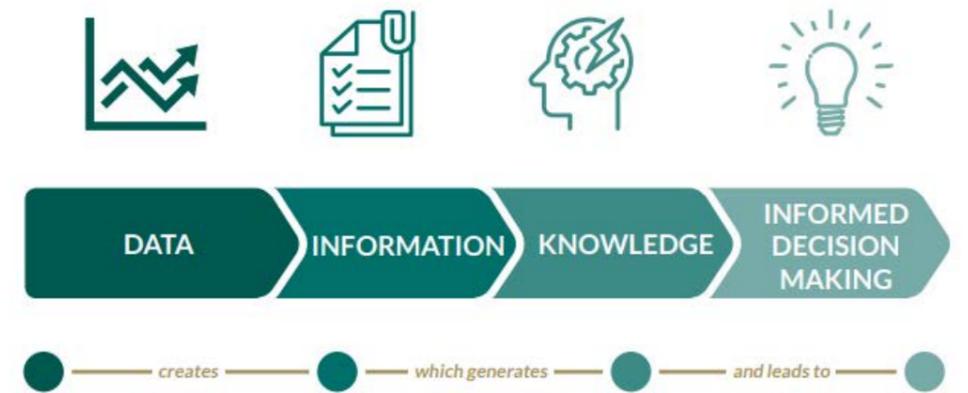
Commission to deliver the programme. The Unit is also responsible also for the conducting (i) the biennial Survey of Civil Service Customer Satisfaction (results of the last iteration of this survey were published in November 2019) and (ii) the biennial Irish Civil Service Business Customer Survey (The next survey will be undertaken in 2021).

Increase public service capacity in data analysis, evaluation and evidence-informed policy making through targeted recruitment and up-skilling of existing staff

- IGEES runs regular recruitment campaigns at Administrative Officer and Assistant Principal levels within the Civil Service, with almost 140 persons recruited by end-2020. Where possible, capacity building has involved augmenting existing Civil Service analytical capacities. Taken together, IGEES recruits and the existing Departmental resources amount to over 200 analysts. IGEES now has a presence in all Government Departments and in the Revenue Commissioners. To encourage continuous development of its analysts, IGEES has developed a comprehensive Learning and Development Programme, running regular training courses, customised induction and modules on data and policy analysis for civil servants. In addition, IGEES mobility has been facilitated every year to allow for further skill development of IGEES analysts. In 2018, IGEES introduced the IGEES Internship Programme.
- As part of its Medium Term Strategy 2020-2022, IGEES seeks to create links with other relevant public bodies, including the Central Bank, National Economic and Social Council, National Treasury Management Agency, and the Office of the Comptroller and Auditor General, in order to join a wider community associated with public policy development, implementation and evaluation.

Support the delivery of Our Public Service 2020 and the wider reform agenda by working with public service organisations to identify and develop outcome and output indicators

- An Indicators Working Group - chaired by Dr Richard Boyle - was set up in 2018 to provide expert guidance on outcome indicators appropriate for OPS 2020. The work of this Group informed the selection of 38 indicators (from 1,200 indicators reviewed) included in the Our Public Service 2020 – Selected Indicators & Trends Report devised by the REU and published in September 2020. The report maps a range of existing indicators to the three pillars of OPS2020, together with suggestions as to relevant OPS2020 high-level outcome/s. Through these examples, the report seeks to promote the identification and development by public bodies of appropriate indicators relevant to their areas of responsibility that, in turn, can facilitate the tracking of progress towards outcomes identified in national strategies, such as OPS2020, sectoral policy frameworks, and/or action plans – and to underpin effective evaluation.
- Indicators have also very much come to prominence and into public consciousness in both mapping the response to the Covid-19 pandemic and informing the public. Data underlying the Government’s Covid-19 Data-hub was made available via the Open Data Portal (Data.Gov.ie) in March 2020. Visitors increased by 53% year-on-year as a result.



Assess the impact of relevant reform initiatives to develop lessons for new reform initiatives

- In its 2017 Assessment of Ireland’s Public Service Reform Plan 2014 – 2016, the OECD made key recommendations that informed the subsequent design of OPS2020. In Q3 2020 the OECD was invited to undertake a further exercise to identify learnings from implementation of OPS2020 to date. This reflection exercise has sought to identify lessons from the approach taken to implementation of OPS2020 through the lens of the OECD’s 2017 recommendations.
- This reflection exercise by the OECD will also inform a related exercise that the OECD will undertake during 2021 on developing a framework for foresight and anticipatory innovation capacity in Ireland’s public service. Both exercises will inform the design of the successor programme to OPS2020.

Support the development of the National Data Infrastructure (NDI) and ensure that analytical capacity is in place to optimise its use

- As has already been discussed in detail under Action 7 above, an NDI dashboard has been developed by the NDI Champions Group to summarise the coverage of record-level PPSNs and Eircodes for key data holdings of Government Departments and agencies under their aegis, and to identify where opportunities exist for improved coverage of the PPSN and Eircode in administrative systems and processes.

Pillar 2 Case Studies:

Public Service Innovation Scorecard

Enterprise Ireland, in collaboration with the IDA and the Public Service Innovation Team based in the Department of Public Expenditure and Reform, has created a digital innovation tool that will help organisations in the public and private sector assess where they are currently, identify gaps in their innovation approach, and be signposted to where they need to go to get support. The project was funded by the 2020 Public Service Innovation Fund.

For the first time ever in Ireland, organisations across the private and public sector will have access to a shared innovation assessment tool that has been strategically designed to align with the ISO 56000 series (ISO is an independent, non-governmental international organization made up of 165 national standards bodies that develops consensus-based, market relevant international standards).

The ISO series of Innovation Management standards has been developed by innovation leaders from across the world to provide organisations with a meaningful and scalable framework through which

they can continuously adapt and evolve, and add value in their organisations through innovative policies and activities.

Innovation can happen anywhere but it requires an innovative mindset and capability and that comes about through planning, strategy, skill, support, resources, investment and evaluation. The scorecard questionnaire addresses the key elements of the ISO framework. It introduces types of innovation and asks with what types of innovation projects the organisation is engaged. There is a clear positioning of the organisation's innovation capability using a heatmap; this tool is useful for organisations who want to build on their capability and set targets for the next period.

The tool also offers potential for significant insights through data analytics that will drive more effective development of innovation capabilities across the board.

This project itself has been innovative in its development approach and the level of collaboration achieved between Enterprise Ireland, IDA Ireland and Department of Public Expenditure and Reform. David Keeley and Michael Moyles in Enterprise Ireland

What is the Innovation Scorecard?

developed the first prototypes using simple Robotic Process Automation (RPA) tools. The prototypes were tested with industry stakeholders for the Enterprise Ireland and IDA version. In parallel, testing was also conducted by the Public Service Innovation Team with public service innovation representatives. Changes were made based on combined feedback before the templates were submitted to developers. Thanks to this iterative and collaborative approach, there is now a Public Service Innovation Scorecard to help public servants start or review their innovation journey.

An event to launch the Public Service Innovation Scorecard took place during Innovation Week 2020. This involved a panel discussion with David Keeley, Project Lead from Enterprise Ireland; Breda O'Toole, key partner in IDA; Sean McNulty, Dolmen and Paul Killeen, NSAI, both of whom lead the working group for the ISO Innovation Management series of standards for Ireland, and was chaired by Breda O'Brien, Innovation Projects Lead at the Department of Public Expenditure and Reform.



INNOVATION MANAGEMENT KEY ELEMENTS - ISO 56000 SERIES

TYPES OF INNOVATION USED

Innovation can happen in many forms. These fall into three categories: organisational innovation, offering innovation and experience innovation. Many public service organisations see technology adoption (including digital) as the sum of innovation. However, as the pace of change accelerates and the risk of disruption increases, public service organisations should be investing in additional types of innovation to sustain and enhance the agility and resilience of our institutions.



GIS App for Data Collection and Reporting on Extreme Events Related to Climate Change

Background

The four Local Authority Climate Action Regional Offices (CAROs) were established in 2018 to drive climate action at regional and local level in Ireland. The CAROs are operated by a lead Local Authority in four different regions grouped according to shared climate change risks.

The development by Local Authorities of climate change adaptation strategies identified the need to improve how the sector captures and analysis data on the impacts of climate events and trends. When collating the actual impacts and associated costs of climate change, Local Authorities need to identify the spatial distribution of climate events and areas of vulnerability in their areas in order to inform their climate adaptation planning and to target meaningful and cost-effective solutions. However, the general experience of local authorities when carrying out baseline assessments on climate change highlights a lack of historic data available on the impacts of climate events and trends.



The GIS App

To address this, CARO Atlantic Seaboard North, with Climate Ireland and Mayo County Council, developed a Geographical Information Systems (GIS) App that allows Public Service bodies to capture the impacts of climate change events on the ground and in real-time. The project received funding of €25,000 from the Public Service Innovation Fund to support its development.



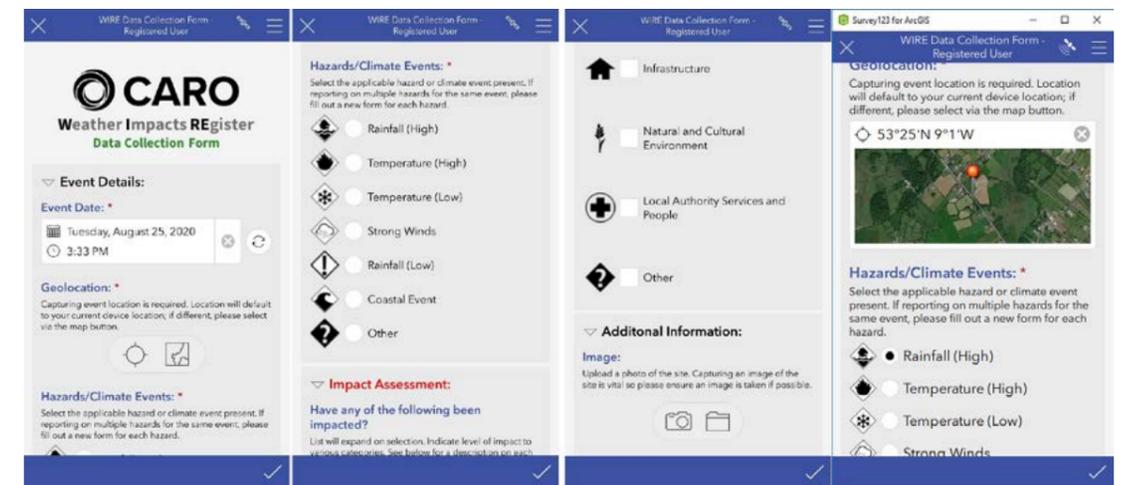
The system utilises ESRI's Survey123 and ArcGIS Online platforms for mobile data collection and analysis of the resulting dataset. Data collection forms for use on mobile devices have been generated based on a predesigned data schema. The location of impact is recorded by the device's GPS or reference to a map viewer embedded in the survey. The forms ask the user to categorise the impact by category of hazard (e.g. Strong Winds, High Rainfall) and category of receptor, that is, what is being impacted (e.g. Roads, Buildings, Water Body quality.) The forms allow users to capture photos via their phone's camera and upload this with the survey data. Local Authority staff can log and record impacts of severe weather events via the data collection forms on their mobile phones. Logging of data is also possible via web browser on PCs for office-based staff. An associated Web Map Viewer and Data Dashboard have been configured for staff to view and analyse the collected data. These components provide a spatial representation to local authority users of what climate hazards are already impacting their communities and the frequency, severity and some costs of those impacts.

When rolled out nationally, this app will ensure a consistent approach across the Local Government sector, with the associated datasets supporting cross-sectoral climate adaptation planning. The system could also potentially be made available to the public to assist in capturing data on a broader scale.

Progress to-date

A Working Group was formed with representation from CAROs, Local Authorities and Climate Ireland to inform specification and implementation of the system. Development and configuration of the system was completed in 2019. An Initial system trial was undertaken in Mayo County Council in Q1 2020 followed by a wider trial with sample users from

several LAs in Q3 2020. Some minor system updates are underway based on the experience and feedback from the system trials. The App and associated Map Viewer and Data Dashboard are expected to be rolled out across the Local Authority sector in 2021 co-ordinated by the CAROs. The initial development has focused on use by Local Authority staff, but the functionality is there for public participation



Screen shot from the smartphone app of data collection forms.

The Open Data Initiative and Portal (Data.Gov.ie)

Benefits from Open Data are well documented - it facilitates openness, transparency and accountability in Government. Open Data initiatives create opportunities to exploit data in new and unforeseen ways, especially as more and more open datasets become available. Publication of data in open format facilitates the reuse of the data for new purposes such as the creation of new products, new services, and business innovation; it can promote citizen participation and engagement – as demonstrated by the level of access to Covid-19 data; it can assist with better data analysis within public bodies leading to more effective decision-making.

Ireland's Open Data Initiative has gone from strength to strength since it was launched in 2015. Ireland now ranks among the 'pacesetters' for Open Data within the EU. The Commission's 2020 Open Data Maturity Report ranked Ireland in 4th place overall (behind Denmark, Spain and France). This is a significant achievement of the Department's on-going implementation of the National Open Data Strategy 2017-2022. Separately, the OECD 2019 'Our Data Index on Open Government Data', placed Ireland 3rd behind Korea and France respectively (up from 17th place in 2017).

A key output of the Open Data Initiative is the national open data portal, data.gov.ie, which at end-2020 provided access to over 10,300 datasets

in open format from over 120 publishers, which are being widely accessed and reused. Data underlying the Government's Covid-19 Data-hub was made available via data.gov.ie in March 2020. Visitor traffic increased by 53% year on year as a result.

According to a 2019 survey of portal users, 31% usage of the portal originates internationally while 69% is located in Ireland. Of recent particular interest were health-related open datasets including Covid-19 data with a marked increase in the number of views and downloads of health-related datasets since the onset of the Covid-19 pandemic.

Outreach and engagement is a key element of the Open Data Initiative and a number of events were held during 2019 including the second annual Open Data Conference 'Open Data Challenges and Opportunities' which took place on 27 November 2019 in the National Gallery of Ireland.

Success in any open data initiative should be measured on whether the data is being re-used and two very successful Open Data Impact Series events took place during 2019 focusing on 'How data can help the Environment' and Supporting Art, Heritage & Culture Open Data. Such events promote awareness, adoption and reuse of Open Data in different sectors, and support the publication of high-quality Open Data. In addition, the 2019/20 annual Open Data Engagement Fund provided €40,000 in funding towards open data projects resulted in some real examples of open data reuse. The Engagement Fund 2020/21 provided funding of €26,100 to

seven successful projects. The Department of Public Expenditure and Reform's Open Data Unit maintained its Public Sector Open-Data Literacy Support Programme during the pandemic. Courses were reconfigured to online delivery with 484 public servants participating in online open data training in 2020.

During 2020, the Open Data Unit participated in a number of European and national conferences. The third Open Data Conference was held via webinar in December with the theme of 'The journey from Open Data Publication to Impact'. Over 240 delegates participated.

The new EU 'Open Data and re-use of public sector information' Directive is due to be transposed into Irish law in July 2021 and will significantly change open data obligations across the public service. Amongst other things, it will make the publication of specified 'High Value Datasets' compulsory and available for reuse free of charge. These datasets are seen to have the potential to create significant socioeconomic or environmental benefits and innovative services. The Open Data Unit will continue to support public service organisations so as to ensure they meet their obligations under the new Directive.

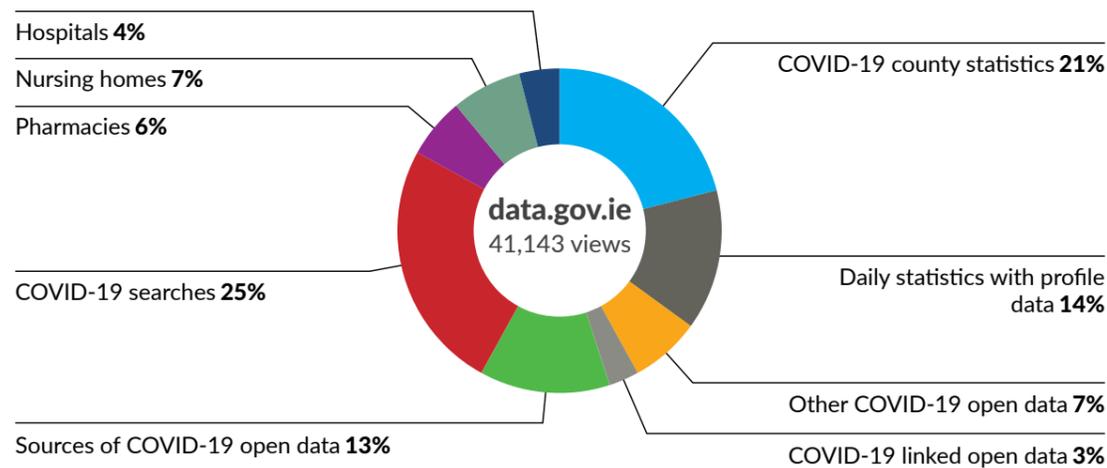


Figure 1 Views of Covid19 Pandemic related data April-May 2020



The Community Call Initiative Using Eircode to Provide Community Assistance

National Data Infrastructure

Challenge:

As part of the Government's response to the Covid-19 pandemic, Local Authorities (LAs) were tasked with establishing a Community Call Forum to provide support and services to vulnerable people. On 27th March 2020, LAs were instructed that they must have a call centre ready and operational for Monday 30th March. The call centre's job was to receive calls and emails from members of the community who required assistance during this time.

LAs were tasked with coordinating local community supports and placing requests with volunteer groups within their local areas. For the LAs to discharge this task effectively it was critical that the details of voluntary groups active within the LAs administrative boundary were gathered and presented, as a single reliable source, to call centre staff. LAs developed a number of solutions to enable staff and volunteers to locate each property easily and accurately. Eircodes played a key role in some of these solutions because it was vital to be able to identify the callers to the helpline quickly and accurately and to provide services based on their location.

Approach to Challenge:

Many LAs quickly developed and implemented a Covid-19 Community Support Dashboard. These dashboards not only allowed call centre teams to place requests for assistance with the most appropriate support groups, but also allowed supervisors and management get a complete overview of the evolving situation. The real-time dashboards used charts, gauges, maps, contact lists, and other visual elements to help decision making, on a single screen.

Eircodes were used to underpin the accuracy of the data tools and functions within the dashboards. Accurately recording the location of callers using Eircodes also allows for analysis of the spatial distribution of callers to facilitate the identification of areas of high and low demand for services and service areas (used for the provision of library drop service etc.). This approach ensures that no area with vulnerable populations is overlooked and that information about the Community Call Forum can be effectively distributed across the country. The use of Eircodes assisted voluntary groups in finding the addresses of those they were going to help, without issue.

A structured approach to capturing and processing Voluntary Groups, using online surveys and administration dashboards, also helped ensure that only approved and vetted groups were used by LAs during this time. In addition to this, contact information for State and local agencies was also collated and presented, along with the details and locations of GPs, Post Offices, Supermarkets, Garda Stations, and other essential services.

Solution to Challenge:

A comprehensive form-centric data collection solution was used by staff operating the helplines to gather information on the clients and their requirements. One of the key pieces of data recorded was their Eircode.

The use of Eircodes and intuitive IT/GIS solutions meant that staff were able to start effectively using the solution provided immediately with very limited training. The rapid turn-around for this project (core elements were put in place over a weekend) meant that the solution provided had to be straightforward, easy to use, and effective. Some of the solutions put in place were introduced to staff at 8.00am on a Monday morning and in use by 9.00am on the same morning. Only through the use of intuitive form and map based solutions was this turn around and implementation possible.

The solution enabled the LAs to deal with the volume of calls received and to provide effective solutions for the caller's requirements. The Dashboard provided an easy to use, accurate and effective method of capturing information and correctly allocating resources. It ensured the volunteer services offered by members of the Community fora were effectively used and information was provided to those volunteers in an accurate manner and based on their geographic service areas.

The use of Eircodes meant LAs could quickly produce digital maps for the locations of the Community Response Groups, thus ensuring sufficient county coverage. Non-technical LA call-centre staff could record Eircodes that would then automatically update a web map of the call/service request, providing them with a visual tool to dispatch the call to the most relevant Community Response Group.

Results:

Since the start of the Community Call initiative on 31 March 2020, the 31 local authority Community Call helplines have received over 58,000 calls and made over 22,800 follow up calls. At the height of the crisis in April, helplines handled 1400 calls per day. While the numbers fell subsequently as the crisis eased and permanent solutions were found for vulnerable people in communities, the Helplines remain open and ready to assist.

The use of Eircodes allowed LA call centre staff to coordinate the delivery of services by pin pointing the location for the delivery of required assistance by the Community Response Groups. The Community Response Groups could easily find and plan effective routes to deliver services quickly and accurately. By using the Eircode, staff could, when required, rapidly identify the correct resource and a map application, saving staff time and ensuring no confusion or time wasting with misallocation of calls.

The innovation worked because non-technical staff could record and validate a caller's Eircode at point of entry. This ensured that the Eircode and address for service delivery was correct while the caller was on the line and that the service could be provided in a coordinated manner by the relevant Community Response Groups.

As well as quick and accurate call logging of location based information to the community groups, subsequent analysis of calls and caller needs has fed into community projects to continue the provision of support to the community, particularly in relation to identifying gaps for Meals on Wheels cover in areas not previously catered for.



EU-Level Support for Structural Reform

The Structural Reform Support Programme and the Technical Support Instrument

The EU's Structural Reform Support Programme (SRSP) - operational from 2017 to 2020 – provided tailor-made support to Member States for their institutional, administrative and growth-enhancing reforms – covering the entire process, from preparation and design to implementation of the reforms. Under the EU's Multi-Annual Financial Framework for the period 2021-2027, the SRSP has been replaced by the Technical Support Instrument (TSI), which will continue to provide technical support aimed at strengthening the capacity of Member States to prepare and implement growth-enhancing administrative and structural reforms.

The economic consequences of the Covid-19 pandemic have significantly altered the near-term economic outlook in the EU. In this context, support to be provided under the TSI is aimed particularly at bolstering Member States' administrative capacity to meet the crisis.

Support under the TSI will be demand-driven (as was the case for the SRSP) and does not require co-financing from the Member States.

Government Departments and public bodies in Ireland were allocated total funding of around €7.34 million under the SRSP from 2018-2020. This was intended to address significant policy challenges in areas such as: health system performance assessment; new workplace 'Automatic Enrolment' to pension schemes; meeting renewable energy targets in the electricity sector; increasing the sustainability

of higher education; improving management development standards in SMEs; assessment of the capacity of the public sector to deliver the National Development Plan and the regulation of gambling (see Appendix 6 for details of projects supported in 2018, 2019 and 2020).

The Department of Public Expenditure and Reform's Reform Evaluation Unit is Ireland's coordinating authority under the TSI. In this role, the REU engages with the European Commission's Directorate-General for Structural Reform Support to process Irish applications. The REU organised an outreach webinar during October 2020 for prospective applicants under the TSI 2021 Funding Round with input from counterparts from DG Reform as well as input from successful applicants under the SRSP. A total of 29 applications seeking combined support of €11.5 million were received from Irish bodies. The Commission allocated €4.155m to fund ten of these projects.

The SRSP has assisted in supporting reform initiatives under the pillars of OPS2020 such as:

- Sustainable Budgeting and Financial Management
- Central Securities Depository: authorisation and supervision
- Independent Evaluation of the Irish Fiscal Advisory Council
- Public Service Reform: HR and Innovation
- Review of the organisational structure of the Irish Civil Service by Department of Public Expenditure and Reform

The REU will continue to work alongside DG Reform to encourage high quality applications for assistance under the EU Technical Support Instrument.

4. Developing Our People and Organisations

Key Objective from *Our Public Service 2020*:

To support public servants, and the organisations in which they work, in achieving effective management, and equip them with the right mix of skills and tools to deliver quality services.

The foundations for the success of the public service are effective people working within agile and robust organisations. The development of public servants' skills, capacity and effectiveness within a progressive, enabling and dynamic organisational culture is a key goal of the OPS2020 framework.

The **Developing Our People and Organisations** pillar of *Our Public Service 2020* aims to encourage a strategic approach to HR across the public service, ensuring the right mix of skills and supports are available for public servants to deliver for the citizen while fostering a culture that values people at its core. Pillar 3 actions focus on areas where there is potential for mutual learning and sharing best practice.

It has to be acknowledged that achieving this goal across a public service that includes such a diverse number of organisations with different strategic goals and individual policies and practices is difficult. The OPS2020 framework identifies areas where there is potential to work collaboratively, learn from one another and to share best practice and experiences.

Pillar 3 has seven headline actions, which focus on initiatives in the areas of strategic human

resource management, strategic workforce planning, continuous and responsive professional development, performance management, employee engagement, public service culture and values, and equality, diversity and inclusion.

Actions 13 and 14 were selected by the Public Service Leadership Board (PSLB) as priority actions in 2018, while **Action 12: Embed strategic human resource management in the public service** and **Action 16: Promote equality, diversity and inclusion** were selected for development in 2019.

While this chapter focuses on the activity underway on the priority actions, it is important to highlight that there is significant activity in this pillar theme generally, including many initiated independently of *Our Public Service 2020*.

Developing Our People and Organisations		
	12	Embed strategic human resource management in the public service
	13	Mainstream strategic workforce planning in the public service
	14	Continuous and responsive professional development
	15	Strengthen performance management
	16	Promote equality, diversity and inclusion
	17	Increase employee engagement
	18	Review public service culture and values



Priority Action 12: Embed strategic human resource management in the public service

A strategic approach to human resources management seeks to align, as far as possible, the management of people with the strategic business needs of the organisation. While Strategic Human Resources Management (SRHM) may be at differing stages of maturity across the public service, there are sufficient SHRM policies common to public service organisations to create the potential for best practice sharing and collaboration. The focus of **Action 12: Embed strategic human resource management** is to unlock this potential for the benefit of both public organisations and their employees.

A key aspect of this approach is to bring together HR leaders from the main civil and public sector organisations to guide, influence and implement the actions under the People and Organisation Pillar of OPS2020. The SHRM Network, which was created in April 2019, seeks to develop mechanisms that link HR Policy and practice to strategic organisational priorities and report to the PSLB (while taking care not to duplicate the work of existing HR networks across the civil and public service).

It is important to note also that unlike the structure of other Action Teams, the SHRM Network works to influence, guide and drive implementation of other people-related initiatives across all three pillars of *Our Public Service 2020* while aligning the management of people with the strategic business needs of the organisation.

Covid-19 has seen the Public Service HR landscape change dramatically during 2020 with the introduction of initiatives including: remote and flexible working patterns; cross-sectoral mobility (both formally through the **Temporary Assignments process** and informally); cross-sectoral collaboration and insights; remote leadership; increased digitalisation and changes to existing work practices.

Building on these cross-sectoral initiatives and insights will support the transformation of the workforce for the future.

A meeting of the SHRM Network took place in December 2019 with approximately 30 participants drawn from across the sectors. David Cagney, Chief Human Resources Officer for the Civil Service, and Anne Marie Hoey, National HR Director HSE, were appointed as Chair and Deputy Chair of the Network and Terms of Reference were agreed. A sub-group of the SHRM Network had participated in a 'workforce transformation' workshop in Q3 2019 to develop priority areas to be progressed during 2020.

The following key priorities for further exploration were agreed at that meeting:

Action 12 - Key priorities for 2020 under the high level banner of Workforce Transformation:

- Alignment of HR with business objectives
- Strategic Workforce Planning
- Insights based on analysis
- Scenario planning
- Innovation
- Performance Management
- Engage Senior Management regarding 'value add'

Building on these cross-sectoral initiatives and insights will support the transformation of the workforce for the future.

The Group were due to issue a call for expressions of interest on particular aspects of its work programme during Q2 2020. These were:

- Strategic Workforce Planning
- Health & Wellness
- Performance Management
- Equality, Diversity & Inclusion

This call has had to be delayed however due to changing HR priorities during the course of the Covid-19 pandemic, but will be progressed in early 2021.

Priority Action 13: Mainstream strategic workforce planning in the public service

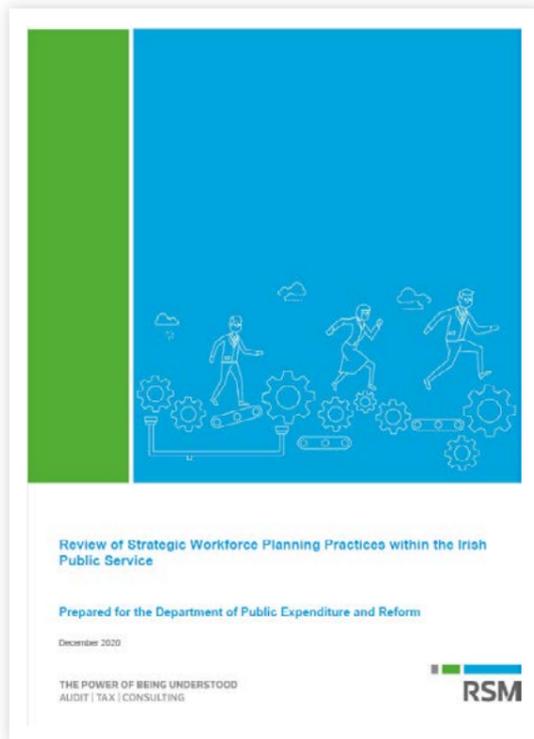
The focus of this action is to support strategic workforce planning across the public service to enable a whole-of-public service perspective on the key trends and drivers for workforce challenges, likely impacts on organisational capacity, and the associated public expenditure implications. This will allow for more effective forward planning and identification of what future skills are required, as well as where and when.

Workforce planning has come very much to the fore during the Covid-19 pandemic with the identification of 'essential' roles within public service organisations and supported by a cross-public service temporary assignment initiative; internal reviews and reassignment of staff and roles; adoption of remote and flexible working; new skills development and strategic planning adapting to unprecedented circumstances.

Quite apart from the circumstances of the pandemic, a number of key challenges are forecast to arise for the public service in the near term. These include significant projected retirements over the coming years and the associated potential loss of knowledge and essential skills, an increase in remote working, and technological advances such as Robotic Process Automation and Artificial Intelligence which will affect the way we work into the future. To meet these challenges the public service will need to enhance and develop new skills for existing staff, as well as plan for a future public service workforce pipeline.

The focus of Action 13 is:

- To advance strategic workforce planning as a discipline within the public service
- To ensure the value of strategic workforce planning is understood across the public service
- To provide for an aligned approach to workforce initiatives to address cross-sectoral challenges



The Action 13 Team has been jointly led by the Secretary General of the Department of Health, Jim Breslin (who later became Secretary General of the Department of Further and Higher Education, Research, Innovation and Science) and the Chief Executive Officer of the Health Service Executive, Paul Reid.

When it was constituted, the Action Team identified five core initiatives for prioritisation – progress made under each of these since the OPS2020 First Progress Report is set out below:

Creation of common understanding

- The Action Team has agreed Definitions and Principles: these will inform the approach to workforce planning for the public service into the future, and will be among the resources made available on the OPS2020.gov.ie website by early 2021.

Standardise the approach to data

- The Action Team has consolidated current workforce data for the public service into a single document in order to provide an understanding of the existing workforce characteristics and common data sets on which to build. This will be among the resources available on the OPS2020.gov.ie website by early 2021.



Communicating the value

- During 2019, a number of training sessions in Workforce Planning were delivered to the Workforce Planning Network while Strategic Workforce Planning training workshops were delivered across the civil service. Ongoing support was also provided to civil service HR colleagues to assist in the completion of templates by the Department of Public Expenditure and Reform's Civil Service Human Resource Division so that actual and projected civil service workforce data is available to inform policy deliberations.
- The HSE Strategic Workforce Planning and Intelligence Unit finalised an e-learning module on Workforce Planning basics and this is available on the HSE Training Portal 'HSEland'.
- The Department of Public Expenditure and Reform's Reform Delivery Office has cooperated with IT Carlow to develop a Postgraduate Diploma on Workforce Planning. This programme is now available through the HEA's Springboard+ upskilling initiative in higher education. This qualification may also be included in the core-skills for public servants initiative being progressed under Action 14.



Addressing systemic challenges

- A Research Paper commissioned by OPS2020 Action 13 Team and prepared by the IPA on "Workforce Planning in the Irish Public Service" was published in 2019.
- A Strategic Workforce Planning (SWFP) review was commissioned by the Department of Public Expenditure and Reform during H1 2020 to establish a baseline for SWFP across the Public Service and identify challenges and opportunities. The project was managed by RSM Ireland, who engaged with the Environmental Protection Agency, Enterprise Ireland and the Food Safety Authority. A number of International public service organisations were also engaged with from a best practice point of view. Following presentation to the PSLB in December 2020, the Report issued and was published on the OPS2020 website. Findings and recommendations from the Report will be progressed in H1 2021.
- A Spending Review Paper entitled Job Churn in the Irish Public Service 2006-2018 was published in September 2020. This presented a comparative perspective of the dynamics of job churn and its components in the public and civil services based on datasets from the CSO and shows trends for the period 2006-2018.

Network for shared learning

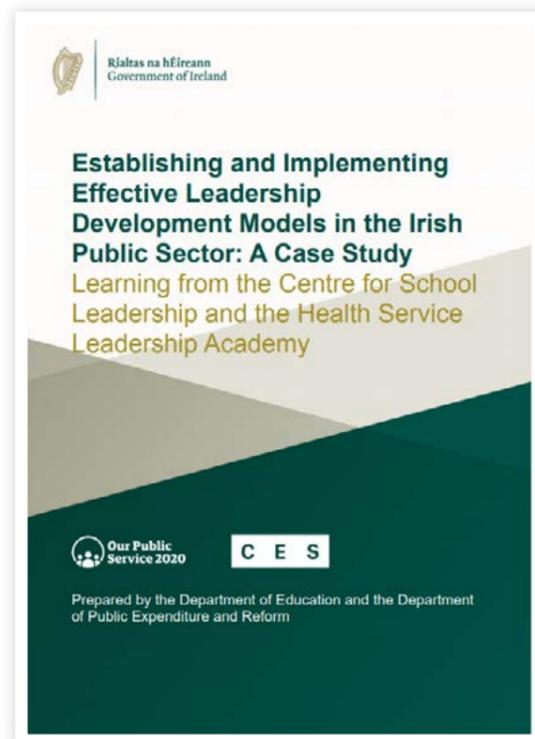
- As mentioned above, the Department of Public Expenditure and Reform's Civil Service HR Division has delivered training sessions in Workforce Planning to HR units across the civil service.
- As outlined under Priority Action 12, a Strategic HR Manager Network has been established to facilitate the sharing of key findings.
- A Strategic Workforce Planning guide to support organisations was developed and published on the OPS2020 website in December 2020.

Priority Action 14: Continuous and responsive professional development

The vision for **Action 14 – Continuous and responsive professional development** is the development of a public service that values learning and development to support meaningful career pathways for both professionals and generalists - irrespective of grade or location - and provides opportunities for personal and professional development that benefits the individual, the organisation where they work, and the public they serve.

The aim is to encourage a culture that is people-centred and learning-focused. This will create an environment in which learning and personal and professional development are recognised and valued as key success factors in building an agile workforce, developing and retaining people, and delivering quality services.

During a period of rapid change, including most recently the challenging circumstances of the Covid-19 pandemic, the adjustments required in how public servants work and emerging skill deficits are driving a need for upskilling/reskilling. In this context, the approach to delivering training and development interventions has also changed with the advent of on-line/eLearning solutions. Innovations in remote-teaching and learning developed across the further and higher education sector and other professional training partners serve as a model to be assessed and adapted as appropriate for the context of the public service's Learning & Development (L&D) needs.



Action 14 incorporates all of the learning and development initiatives and opportunities that affect the current roles of employees across the public service, as well as the roles they will have in the future. It is not limited to purely 'professional' training as required in specific areas, such as medicine and teaching. Instead, it includes providing for learning and development opportunities, allowing for mobility and temporary secondments and, where necessary, changing cultural values to reinforce Continuing Personal and Professional Development (CPPD). The aim is to develop an agile workforce that is prepared for, and can work with, change and complexity.

The Action 14 Team is jointly lead by the Secretary General of the Department of Education, Seán Ó Foghlú, and the Director General of the Higher Education Authority, Alan Wall.

Three core initiatives have identified by the action team for prioritisation, as follows:

Process for the recognition of core skills

- Extensive research and engagement has been undertaken by the Public Service Reform Project Management Office in the Department of Education and Skills with a number of organisations to ascertain the best process for developing a platform to map providers of core skills development for public servants. Organisations that have been engaged with include: Education Training Boards Ireland, the

Technological Higher Education Association, Skillsnet Ireland, OneLearning, Qualifications and Quality Assurance Ireland and Recognition of Prior Learning.

- A range of existing databases have been identified which will support further development of the project. The scope of the project is being re-worked both to reflect engagement with public service HR and L&D professionals from across the public service and to ensure a valuable outcome.

Sharing leadership CPPD models

- This work focusses on capturing and sharing learning from the establishment and implementation of the Centre for School Leadership in the Education sector and the Leadership Academy in the Health sector with a view to providing this information to the wider public service.
- The Action 14 team commissioned a case study from the Centre for Effective Services (CES) entitled "Establishing and Implementing Effective Leadership Development Models in the Irish Public Sector", this was published in September 2020 and is available here: www.ops2020.gov.ie/app/uploads/2020/09/PDF-FOR-PUBLICATION-Action-14-Leadership-case-study-03.09.2020.pdf

Experiential learning opportunities

- The Department of Health's 'Connecting Programme' proposed temporary placements for Department staff into health service organisations and for HSE staff into the Department. The aim was to provide opportunities for policy makers to assess the direct impact of policy/legislation on patients, health care staff and other stakeholders, to collect real-time quantitative and qualitative data to inform future policies, and to provide insights into their practical application. The initiative is not currently active due to the Department's response to the pandemic, but the Department are keen to revive this programme as soon as practical.

Priority Action 16: Promote equality, diversity and inclusion

To better reflect today's Ireland, employees from traditionally under-represented groups should be fully reflected in the workforce of the public service and have equal opportunities for advancement. The focus of **Action: 16 Promote equality, diversity and inclusion** is to ensure that the public service achieves greater equality of opportunity, gender balance, diversity and inclusion across its workforce and that a consistent approach is taken so that the public service is generally representative of the society that it serves.

The area of equality, diversity and inclusion is a very complex and far-reaching, with synergies to other headline actions under Pillar 3 of Our Public Service 2020. A number of positive initiatives are already underway across the public service (e.g. Houses of the Oireachtas/PAS partnership with WALK for people with disabilities and the Athena Swan Charter within the higher-level education sector) and there is scope to share best practice. The objective of Action 16 is to add further value in this area. The Covid-19 pandemic has seen a very large cross-sectoral response to ensure that the most vulnerable in society are supported. Initiatives such as www.Gov.ie/together have supported the call for communities and public services to come together.

The Action 16 Action Team, constituted in October 2019, is jointly led by the Secretary General of the Department of Justice (originally Aidan O'Driscoll and succeeded by Oonagh McPhillips in September 2020), and Garda Commissioner Drew Harris. Four core initiatives were identified for prioritisation. Progress made under each of these initiatives is set out below:

Development of a Public Service Equality, Diversity and Inclusion Statement of Principles

- A Draft Vision Statement with five key commitments has been developed by the Action Team and was signed-off in December 2020.

Development of a Public Service Equality, Diversity and Inclusion Toolkit

- The Action Team has also developed a Draft Maturity Model based on engagement with two stakeholder groupings; Not-for-profit bodies representing diverse groups and current public service employees from diverse groups.
- Best-practice exemplars from across the public service have been identified and are being collated for inclusion in a toolkit, which will support organisations in promoting Equality, Diversity and Inclusion.

Identification of best practice in data collection and measurement of progress in achieving greater Equality, Diversity and Inclusion

- A Diversity Data Guidance document is under development. This will outline rationale for data collection, key steps in the process for effective measurement, essential elements to achieve success and types of data to collect.
- Dissemination of these resources to assist organisations in their diversity and inclusion initiatives is planned during Q1 2021.

Engagement with stakeholders and individual or representatives of under-represented groups in the delivery of these initiatives

- A consultation/feedback session on the Vision Statement and Maturity Model referred to above took place in August 2020 with representation from 15 separate organisations. Feedback has been incorporated into the revised material for inclusion in the toolkit.
- The Action Leads presented the revised draft Vision Statement and Maturity Model to the PSLB at their meeting in November 2020 for sign-off in principle and the dissemination of these resources through an agreed work programme.
- An Garda Síochána and the Department of Justice and Equality will pilot these resources and provide feedback to PSLB on its merits as a tool for promoting EDI, prior to a wider roll-out of the resources in Q1 2021.

Pillar 3 Case Studies:

Public Appointments Service's (PAS) commitment to equality, diversity and inclusion (ED&I)

Building on work to date, the Public Appointments Service (PAS) strengthened its commitment to equality, diversity and inclusion (ED&I) in 2019 with the appointment of a senior lead and the establishment of an ED&I team. One of the team's first priorities was the development of PAS's first ED&I strategy.

Engagement and consultation with external stakeholders and staff played a significant role in informing and strengthening the strategy development. Two separate focus groups facilitated input from both the civil and public services and not-for-profit representative organisations with an interest or specific role related to ED&I. Written submissions were sought. Staff input was via: a cross-organisational Forum; IDEATION 360, an online platform for curating ideas; and a survey. An Advisory Board, including the D&I Lead Advisor from PAS's counterparts in the Canadian Public Service Commission, guided this process. The Advisory Board played a critical role in bringing internal and external expertise together in relation to recruitment, employment, ED&I in practice in national and international settings, and the ED&I legislative and policy context.

All data gathered was analysed using NVivo software with the support of Dr Chris McNerney, Department of Politics and Public Administration, University of Limerick. This helped to ensure a rigorous examination of the views of all participants, and the richness of this feedback was presented in Mindmaps, which preserved the integrity of participant language and perspective.

The resultant ED&I strategy envisages a thriving public service, reflective of the communities it serves, that embraces ED&I and is energised by the contribution of employees from all societal sectors, leading to more responsive and inclusive policies, programmes and services. Priority change areas identified for the next three years include enhancing awareness and understanding of ED&I within PAS and across the Irish public sector, implementing new

and progressive recruitment and selection processes and collaborating with clients to develop and promote enabling workplaces that embrace ED&I.

Significantly, this ambitious strategy is embedded and aligned with PAS's new corporate strategy, Nua22, in order to ensure that it will permeate systems and processes and become systemised throughout the organisation. Growing ED&I capacity throughout PAS and its client base will help position the public service as an employer of choice across the full range of talent, who want an employer and work environment whose values align with their own progressive and inclusive ideals.

Analysis - Focus Groups and Written Submissions



Developing our People and Organisations' Our People, Our Future Event

The first ever Irish public service wide conference exploring the linkages between diversity and inclusion and innovation - 'Our People, Our Future' - took place in the Printworks, Dublin Castle on the 30th of October 2019. The event attracted over 300 Senior People Leaders from across all sectors of the public service (including the Civil Service, the Health Service, Local Authorities as well as the Defence and Justice Sectors).

The overarching theme for the event looked at how we can build a diverse and innovative public service, which represents and understands the people it serves. Recognising the value that diversity brings to organisations particularly around innovation and what that means in terms of the skills required by our people to meet the challenges of the future.

The changing demographics of the country and the changing nature of work has made the world of work less predictable. To meet the key objective of 'delivering for our citizens' the event examined how the Public Service can represent its population and the skills that need to be developed to accommodate the workforce of the future.

Paul Reid Chief Executive of the HSE gave the opening address and there followed a number of keynote speakers and panel discussions. Three main themes were examined:

Ireland now and Ireland in the future – Paul Morrin, Central Statistics Office, set out the shape and demographic profile of the State now and trends for the future.

Harnessing difference to our benefit – Grainne McEvoy, Central Bank of Ireland discussed the benefits of a workforce with diverse viewpoints and how this can result in innovative practices.

These presentations were followed by a panel discussion on what can be done to achieve a public service workforce that represents the diversity of the citizens it serves.

Megatrends – Ian Curtin, Deloitte, covered future trends, the changing nature of work and the skills and competencies the public service workforce will need to meet these challenges.

Following the presentations, a panel discussion took place on future skills requirements with a particular focus on innovation skills and included discussion on the range of learning and development interventions that are on offer to meet these future skills requirements.

5. Conclusion

This Second and Final Progress Report documents the real progress that has been made up to end-2020 in delivering the transformation agenda set out in Our Public Service 2020. While this has been steady in some aspects, major step-changes have been secured in key areas as the public service adapted to meet the challenges of the Covid-19 Pandemic. This has been most striking under the agenda of 'new ways of working', in areas such as: digitalisation, remote working; strategic workforce planning (as evidenced during the pandemic); and Public/Civil Service mobility.

The social distance requirements of the pandemic and the consequent transformation of the economic landscape led public services to pivot and quickly change the way they work to deliver services. In their response, public servants have demonstrated resilience and commitment as they endeavoured to maintain levels of service to citizens through adaptation, creativity, and collaboration to ensure that public expectations continue to be met.

The public service will also be one of the key drivers of Ireland's recovery from the pandemic, in both social and economic terms. In this context, the next stage of public service reform provides an opportunity apply direct learnings from both OPS2020 and the pandemic, but it will also have to take account of a number of significant wider and longer-term trends. These include, for example, the changing demographic profile of the population and the evolving needs, values, and expectations of the public; increasingly complex global challenges such as threats around climate change and cyber security; and emerging technologies and predictive capabilities that provide previously unforeseen opportunities for multi-disciplinary whole-of-government working.

Full account must be taken of the implications of these 'mega-trends' so that we are equipped to navigate future crises while continuing to deliver people-centred public services. The goal is to improve the public service's resilience, responsiveness to citizen needs, adaptability, foresight, and capacity for innovation and collaboration so that is fit-for-purpose out to 2030 and beyond.

Preparations are already underway to determine the next stage of the public service reform agenda. These include:

- **A review of OPS2020** (in consultation with all stakeholders) - what works and what could be improved or changed
- **Assessment of the impact of Covid-19 on the public service** - to identify the successful innovations that have taken place in response to Covid-19, and incorporate these into the design of the next stage of reform
- **A foresight exercise** - to understand the implications of mega-trends on the future of the public service

The target is a large-scale ambitious transformation that will support the delivery of better public services - embedding key gains that have already been made in digitalisation, citizen engagement, programme management, and a growing culture of innovation. This will incorporate key Programme for Government commitments, including the remote working commitment and relevant national policy strategies, such as the forthcoming Public Service Digital Strategy.

Digitalisation will also continue to offer fresh and exciting opportunities to embed a 'citizen-focused' approach to service delivery in a comprehensive and systematic way, as the focus continues to be on enhanced service delivery and better outcomes for our public.

Appendix 1 – Governance

Public Service Leadership Board (PSLB):

The Public Service Leadership Board membership includes Secretaries General of Government Departments and CEO/equivalent from public service organisations.

Meetings

The Public Service Leadership Board meets quarterly and has met six times since March 2019

19 June 2019

24 October 2019

5 March 2020

4 June 2020

3 November 2020

15 December 2020

Public Service Leadership Board membership – December 2020

Robert Watt, Department of Public Expenditure and Reform (Lead)

Jim Breslin, Department of Further and Higher Education, Research, Innovation and Science

Elizabeth Canavan, Department of the Taoiseach

Graham Doyle, Department of Housing, Local Government and Heritage

Dr Lucy Fallon-Byrne, Department of Public Expenditure and Reform

Brendan Gleeson, Department of Agriculture, Food and the Marine

Drew Harris, Garda Commissioner, An Garda Síochána

Tim Lucey, County and City Management Association (CCMA)

Jacqui McCrum, Department of Defence

Vice Admiral Mark Mellett, Defence Forces

Oonagh McPhillips, Department of Justice

Sean O'Foghlú, Department of Education

Colm O'Reardon, Department of Health

Dr Orlaigh Quinn, Department of Enterprise, Trade and Employment

Paul Reid, Health Service Executive

Julie Sinnamon, Enterprise Ireland

Alan Wall, Higher Education Authority

Public Service Management Group (PSMG):

The Public Service Leadership board is supported by the Public Service Management Group (PSMG) which includes Assistant Secretaries and equivalents from across the civil and public service.

The PSMG meets quarterly in the month prior to the PSLB meeting. The groups has met on these dates since the end of March 2019:

13 June 2019

10 October 2019

20 February 2020

21 May 2020

23 September 2020

15 December 2020 (Joint meeting with the PSLB)

Public Service Management Group membership – December 2020

Dr Lucy Fallon-Byrne, Department of Public Expenditure and Reform (PSMG Chairperson)

Mary Austin, Department of Public Expenditure and Reform

Richard Boyle, Institute of Public Administration

Pamela Byrne, Association of Chief Executives of State Agencies

David Cagney, Department of Public Expenditure and Reform

Elizabeth Canavan, Department of the Taoiseach

Martina Colville, Department of Justice

Grainne Cullen, Department of Education

Des Dowling, Department of Defence

David Gilbride, An Garda Síochána

Ann Marie Hoey, Health Service Executive
 Mary Hurley, Department of Housing, Local Government and Heritage
 Barry Lowry, Office of the Chief Information Officer
 Paula Lyons, Department of Social Protection
 Laura Mahoney, Department of Public Expenditure and Reform
 Noeleen McHugh, Department of Housing, Local Government and Heritage
 David Moloney, Department of Public Expenditure and Reform
 Paul Morrin, Central Statistics Office
 Pauline Mulligan, Department of Enterprise, Trade and Employment
 Colm Ó Conaill, Department of Health
 Eilís O'Connell, Department of Agriculture, Food and the Marine
 Brigadier General Adrian Ó Murchú, Defence Forces
 Doncha O'Sullivan Department of Justice
 Conor Rowley, Department of Children Equality, Disability Integration and Youth
 Orla Sheridan, Revenue Commissioners
 Ethna Brogan, Department of Transport

Action Team Members

Action Team membership 2020

Action 1: Accelerate digital delivery of services

Robert Watt, Department of Public Expenditure and Reform (Lead)
 Barry Lowry, Office of the Government Chief Information Officer (Sponsor)
 Paula Flanagan, Office of the Government Chief Information Officer (Co-Ordinator)
 Comdt. Noel Barbour, Defence Forces
 Gerard Cooley, Department of Justice and Equality
 Claire Gilligan, Local Government Management Agency

Hannah Gleeve, Health Service Executive
 Yvonne Goff, Health Service Executive
 Bernard Higgins, Kildare County Council
 David Kelly, An Garda Síochána
 Ann McDonnell, Department of Education and Skills
 Deirdre McDonnell, Department of Education and Skills
 Philip McGrath, Department of Public Expenditure and Reform
 Muiris O'Connor, Department of Health
 Mary O' Donoghue, Office of the Government Chief Information Officer
 Siobhan Tutty-Bardon, Department Of Defence
 Tim Willoughby, An Garda Síochána

Action 2: Improve Services for our customers & Action 3 Make services more accessible to all

Action team 2 & 3 met on seven occasions since June 2019
 18 September 2019
 6 November 2019
 12 February 2020
 14 May 2020
 16 July 2020
 8 September 2020
 5 November 2020

Action Teams 2&3 members

Declan Rigney, Revenue Commissioners (Lead)
 Caroline Winston, Department of Public Expenditure and Reform (Co-ordinator)
 Superintendent David Butler, An Garda Síochána
 Garret Byrne, Department of Justice
 Karen Lynch, Department of Foreign Affairs
 Aisling Malone, Revenue Commissioners
 Teresa McNeill, Department of Education
 Sarah O'Callaghan, Department of Social Protection

Tom O'Connell, Revenue Commissioners
 Cathy O'Donoghue, Citizen's Information Board
 Grace O'Regan, Department of Public Expenditure and Reform
 Pat Phelan, Department of Business Enterprise and Innovation
 Eileen Quinlivan, Dublin City Council
 Mila Whelan, Health Service Executive

Action 4: Significantly improve communications and engagement with the public

Graham Doyle, Department of Housing, Local Government and Heritage (Lead)
 Jackie Maguire, County and City Management Association (Lead)
 Elizabeth Canavan, Department of An Taoiseach (Sponsor)
 Barry Quinlan, Department of Environment, Climate and Communications (Sponsor)
 Cian O'Lionain, Department of Housing, Local Government and Heritage (Coordinator)
 Mihai Bilauca, Limerick City and County Council
 Fidelma Brown, Health Service Executive
 Pamela Carter, Department of Health
 Lt. Col. Ollie Dwyer, Defence Forces
 Sarah Griffin, Department of Public Expenditure and Reform
 Eileen Hearne, Department of the Taoiseach
 Karena Maguire, Quality and Qualifications Ireland
 Niall Noonan, South Dublin County Council
 Grace O'Regan, Department of Public Expenditure and Reform
 Andrew Payne, Department of Justice
 James Ryan, Department of Defence
 Elaine Scanlon, Department of Health
 Ralph Victory, Department of Foreign Affairs

Action 6: Promote a culture of innovation in the public service

Action Team 6 have met on five occasions since June 2019. The dates of these meetings were:

Wednesday 18th September 2019
 Tuesday 11th February 2020
 Wednesday 13th May 2020
 Wednesday 16th September 2020
 Tuesday 8th December 2020

Action 6 Team Members:

Pauline Mulligan, Department of Enterprise, Trade and Employment (Chair)
 Emily Odlum, Department of Enterprise, Trade and Employment (Co-Ordinator)
 Louise Shally, Department of Enterprise, Trade and Employment (Secretariat and Innovation Officer)
 Sharon Breen, Department of Defence
 Stephen Brophy, Department of Health
 Declan Cahalane, Department of Education
 Jamie Cudden, Smart Dublin
 Greg Dempsey, Department of Health
 Siobhan Dorian, Department of Health
 Niall Egan, Department of Social Protection
 Capt. Brian Fitzgerald, Irish Naval Service
 Chris Garde, Dublin City Corporation
 Caroline Gill, University College Dublin
 Prof. Suzi Jarvis, University College Dublin
 David Keely, Enterprise Ireland
 Laura Mahoney, Department of Public Expenditure and Reform
 Philip McGrath, Department of Public Expenditure and Reform
 Audrey Ní Chaoidealbháin, Department of Health
 Breda O'Brien, Department of Public Expenditure and Reform
 Grainne O'Malley, Department of Defence
 Tracy Pryce, Enterprise Ireland

Lorraine Smyth, Health Service Executive
 Bridget Wilson, Department of Children, Equality, Disability Integration and Youth
 Tim Willoughby, An Garda Síochána

Action 7: Optimise the use of data

Under this action the National Data Infrastructure champions groups have worked alongside the Open Data Governance Board and the Open Data Advisory Group.

Action 10: Embed Programme and Project management

The Action 10 team met on five occasions since June 2019.

- Workshop 6 - 19th August 2019
- Workshop 7 - 9th October 2019
- Workshop 8 - 12th February 2020
- Meeting - 1st July 2020
- Meeting - 11th December 2020

Action Team 10 Members

Jacqui McCrum, Department of Defence (Lead)
 Vice Admiral Mark Mellett, Defence Forces (Lead)
 Des Dowling, Department of Defence (Sponsor)
 Brigadier. Gen. Adrian Ó Murchú, Defence Forces (Sponsor)
 Kevin Dowling, Department of Defence (Co-ordinator)
 Angelo McNeive, Institute of Public Administration (Facilitator)
 Róisín Cahillane, Department of Public Expenditure and Reform
 Ciaran Caverly, Courts Service
 Michelle Corrigan, Department of Agriculture, Food & the Marine
 Ruth Cullen, Department of Public Expenditure and Reform
 Regina Deegan, Department of Housing, Local Government and Heritage

Michael Farrington, Office of Government Procurement
 John Fields, State Laboratory
 Paula Flanagan, Office of the Government Chief Information Officer
 Siobhan Gaffey, Department of Public Expenditure and Reform
 Michael Gaffney, Central Statistics Office
 Susan Glover, Department of Agriculture, Food & the Marine
 Tracy Hall, Department of Agriculture, Food & the Marine
 David Healy, Office of Public Works
 Carol Hennessy, Department of Health
 Peter Hesse, Housing Agency
 Eilish Keating, Department of Defence
 David Kelly, Garda Síochána
 John Kelly, Department of Justice & Equality
 Andrew Kelso, Technical University Dublin
 Celine Kennedy, Department of Agriculture, Food & the Marine
 David Linehan, Department of Foreign Affairs
 Aeneas Leane, Garda Síochána
 Deirdre Mahony, Department of Tourism, Culture, Arts, Gaeltacht, Sport and Media
 Laura Mahoney, Department of Public Expenditure and Reform
 Pdraig Manning, Department of Education & Skills
 Comdt. Ruarigh McDermott, Defence Forces
 Philip McGrath, Department of Public Expenditure & Reform
 Noeleen McHugh, Local Government Management Agency
 Lt. Col. Owen McNally, Defence Forces
 Sylvia McNeece, The Pensions Authority
 Aoife McWeeney, Department of Health
 Sarah Mooney, Department of Agriculture, Food & the Marine
 John Muldowney, Department of Social Protection

Rachel Murray, Department of Defence
 Audrey Ni Chaoindealbháin, Department of Health
 Andrew Nugent, The Pensions Authority
 Cleo O'Beirne, Revenue Commissioners
 John O'Donoghue, Department of Public Expenditure & Reform
 Sinead O'Frighil, Department of Education
 Cian O'Lionain, Department of Housing, Local Government and Heritage
 Mary O'Neill, Department of Agriculture, Food & the Marine
 Maria Owens, Department of Public Expenditure and Reform
 Marie Therese Power, Department of Foreign Affairs
 Camille Staunton, Health Service Executive
 Derek Tierney, Department of Justice
 Dr. Julie Tierney, State Laboratory

Action 11: Embed a culture of evidence and evaluation

Action being advanced via the Irish Government Economic and Evaluation Service (IGEES), the Department of Public Expenditure and Reform (e.g Reform Evaluation Unit (REU)), as well as Government Departments and evaluation units/practitioners across the public service, who are all working to enhance the culture of evidence-informed decision-making and evaluation.

Action 12: Embed strategic human resource management in the public service

Under this action a Strategic Human Resources Leadership group was established involving HR leaders across the Civil and Public Sectors.

An inaugural workshop of 40 HR professionals met on 4th April 2019 and this working group continued to meet on:

- 12th June 2019
- 2nd September 2019
- 12th December 2019

4th February 2020
 19th August 2020
 The following Departments and Organisations are represented under this action:
 Civil Service Human Resources
 Health Services Executive
 A number of Local Authorities including City and County Councils
 Defence Forces
 OneLearning – Learning and Development Service for the Irish Civil Service
 Local Government Management Agency
 Department of Public Expenditure and Reform
 Houses of the Oireachtas
 Inland Fisheries Ireland
 Property Registration Authority
 Data Protection Commission
 Public Appointments Service
 An Garda Síochána
 Institute of Public Administration
 Central Statistics Office
 Transport Infrastructure of Ireland
 Health and Safety Authority
 Chief State Solicitors Office
 Department of Enterprise Trade and Employment
 Trinity College Dublin
 University College Dublin
 Irish Adoption Association
 Department of Justice
 Environment Protection Agency
 National Gallery of Ireland
 Central Bank of Ireland
 National Museum of Ireland
 Department of Health
 Road Safety Authority
 Department of Housing, Local Government and Heritage

Competition & Consumer Protection Commission
 The Arts Council of Ireland
 Department of Foreign Affairs
 SOLAS
 National Shared Services Office

Action 13: Mainstream strategic workforce planning in the public service

Action 13 Team met five times since March 2019
 10th May 2019
 26th July 2019
 6th December 2019
 24th January 2020
 16th September 2020

Action 13 Team Members

Colm O'Reardan, Department of Health (Lead)
 Paul Reid, Health Service Executive (Lead)
 David Cagney, Head of Civil Service Human Resources (Co-sponsor)
 Anne Marie Hoey, Health Services Executive (Co-sponsor)
 Diane Lynch, Health Services Executive (Co-ordinator)
 Criona Brassill, Department of Public Expenditure and Reform
 Evan Breen, Department of Public Expenditure and Reform
 Eoin Dormer, Department of Public Expenditure and Reform
 Roisin Down, Department of Justice
 Gabrielle Jacob, World Health Organisation
 Rachel Kenna, Department of Health
 Gary Lawlor, Department of Justice
 Anne Marie Logan, Department of Defence
 Laura Mahoney, Department of Public Expenditure and Reform

Ger Murphy, Meath County Council
 Neil Nolan, Defence Forces
 Fiona O'Callaghan, Department of Public Expenditure and Reform
 Mícheál Ó Raghallaigh, Department of Defence
 Mary Turner, Department of Housing, Local Government and Heritage

Action 14: Continuous and responsive professional development

Action 14 team met twice since March 2019 on 10th May 2019 and 14th October 2019 with a meeting between Sponsors and DPER Liaison on 19th June 2020

Action 14 Team Members

Seán Ó Foghlú, Department of Education (Lead)
 Alan Wall, Higher Education Authority (Lead)
 Grainne Cullen, Department of Education (Co-ordinator)
 Pádraig Manning, Department of Education (Co-ordinator)
 Evan Breen, Department of Public Expenditure and Reform
 Una Doyle, Department of Justice
 Peter Fitzpatrick, Department of Health
 Siobhan Gaffey, Department of Public Expenditure and Reform
 Gerry Geraghty, Dublin City Council
 Margaret Griffin, Department of Justice
 Aoife Hanly, Local Government Management Agency
 Mark Hearn, Department of Defence
 Caitriona Helsin, Health Service Executive
 Eamon Hunt, Local Government Management Agency
 Siobhan Joyce, Department of Defence
 Pádraig Kirk, Department of Education
 Fiona O'Callaghan, Department of Public Expenditure and Reform

Sinead O'Frighil, Department of Education

Action 16: Promote equality, diversity and inclusion

Action 16 Team has met on eight occasions since June 2019
 7th June 2019
 19th November 2019
 16th December 2019
 15th January 2020 (sub group)
 23rd January 2020
 17th June 2020
 18th and 19th August – ‘consultation with under-represented groups’
 15th October 2020

Action 16 Team Members

Drew Harris, Garda Commissioner, An Garda Síochána (Lead)
 Oonagh McPhillips, Department of Justice (Lead)
 David Gilbride, An Garda Síochána (Co-sponsor)
 Doncha O'Sullivan, Department of Justice (Co-sponsor)
 Catherine Egan, An Garda Síochána (Co-ordinator-)
 Siobhan Barro, National Disability Authority
 Evan Breen, Department of Public Expenditure and Reform
 Pamela Byrne, Food Safety Authority of Ireland
 Gillian Collins, Defence Forces
 Roisin Doherty, SOLAS
 Niamh Fawl, National Disability Authority
 Ursula Galvin, Health Service Executive
 Michael Ganly, Department of Public Expenditure and Reform
 Jacqueline Healy, Irish Human Rights and Equality Commission
 Amanda Kane, Local Government Management Agency
 Noel Kavanagh, An Garda Síochána

Eimear Lavelle, Department of Defence
 Laura Mahoney, Department of Public Expenditure and Reform
 Tony McLoughlin, An Garda Síochána
 Una Ni Dhubhghaill, Department of Justice
 Fiona O'Callaghan, Department of Public Expenditure and Reform
 Johanna O'Leary, An Garda Síochána
 J O'Mahony, Irish Human Rights and Equality Commission
 Carolyn O'Malley, Science Foundation Ireland
 Sinead O'Neill, Department of Justice
 Deirdre Toomey, Public Appointments Service
 Cathriona Tumelty, Public Appointments Services

Appendix 2 – Publications

Publication	Date
Review of Strategic Workforce Planning in the Irish Public Service	December 2020
Strategic Workforce Planning guide and toolkit	December 2020
Excellence in Customer Service Case Studies,	December 2020
Making Innovation Real – the Public Service Innovation Strategy	October 2020
Establishing and Implementing Effective Leadership	September 2020
Selected Indicators and Trends Report 2020	September 2020
€300k Have your Say Citizen Engagement Case Study,	June 2020
Comhairle Na nÓg - Case Study	June 2020
Public Participation Networks (PPN) – Department of Rural and Community Development in collaboration with the Centre for Effectiveness Services (CES),	June 2020
Basic Payment Scheme 100% Online ‘Roadshows’ – Department of Agriculture, Food and the Marine in collaboration with the Institute of Public Administration (IPA)	June 2020
Citizen Engagement in the Public Service: A Review of Four Case Studies	June 2020
Cruinniú GovTech Report	November 2019
Revised Customer Communications Toolkit,	November 2019

Appendix 3 – Events

11th December, 2019 Annual Quality Customer Service Conference.

9th December, 2020 Annual Quality Customer Service Conference

QCS Meetings

The Internal Customer: How to Meet the Needs of Internal Customers

24th September, 2019 – Wood Quay, Dublin City Council

The External Customer: What the Customer Wants
26th June, 2019 – The Clock Tower, Department of Education & Skills

Consultation: How to Consult with the Customer
18th April, 2019 – Whitaker Room, Department of Public Expenditure & Reform

Addressing Covid-19 Customer Service Challenges & Innovating for the Future
10th June, 2020 Webinar

Customer Access
16th September 2020 - Webinar

Innovation Network meetings

30th September 2019, Tangent Trinity College

14th November 2019, the Atrium, Department of Justice and Equality

4th February 2020, EY Wavespace

11th March 2020, Government Offices, Newtown Road, Wexford

Innovation Representatives meetings

26th November 2019, The Printworks Dublin Castle

15th September 2020, online meeting

Inspiring Ideas Webinars

3rd July 2020, Health Innovations with HSE Digital Transformation Unit

7th August 2020, COVID-19 Innovations with the Public Appointments Service and the Defence Forces

11th September 2020, Innovations and Local Authorities; Limerick City and County Council, Cork City Council, Waterford City and County Council, and Wexford County Council.

7th December 2020, Inspiring Innovations from Health Innovation Hub Ireland.

Innovation Week 9th-13th December 2019

Public Service Innovation Conference, the Printworks 10th December 2019

Innovation Week Master Classes:

Empathy, Use Centricity and Insight, O'Brien Centre UCD 9th December

Design Thinking, the Printworks Dublin Castle, 10th December

Awakening Innovation, Bedford Hall Dublin Castle, 10th December

Time to Innovate, The Atrium, Department of Justice and Equality, 11th December

Design Thinking Innovation and Collaboration, CIT Campus, Bishopstown, Cork, 11th December

Innovation Capacity Building, LIT Moylish Campus Limerick, 12th December

Design Thinking – unlock your innovation potential, the Atrium Department of Justice and Equality, 12th December

Innovation Capacity Building, Radisson Blu, Athlone, 13th December

Design Thinking – unlock your innovation potential, DCU Ryan Academy, Innovation Campus, DCU, 13th December

Innovation Week 2020 19th – 23rd October

Innovation week included a number of seminars and design sessions:

Monday 19th:

Lessons from Covid-19: Using Behavioural Science in the Public Service

Making Innovation Real - Innovation Strategy for Public Service Bodies

Designing Better Policy

Tuesday 20th

COVID-19 – The Response

Making Innovation Stick - Practical tools for innovation & leadership

How Strategic Foresight can help public servants anticipate and better prepare for the future

Wednesday 21st:

Public Service Hackathon

Redefining Innovation - A Systematic Approach for Identifying and Solving Problems Faster

Thursday 22nd:

Backing Big Thinking

Public Service Applications of Blockchain

Innovation Weeks around the World

Friday 23rd:

Our Virtual Workforce - Robotic Process Automation in the Public Service

Innovating through the Crisis

Innovation: What's the score? Score a successful first step in your innovation journey

Several information sessions were held dedicated to Robotic Process Automation

7th February 2019, Athlone Institute of Technology.

13th September 2019, Collins Barracks.

1st October 2019, the Atrium, Department of Justice and Equality.

3rd October 2019, Our People, Our Future: Building a Diverse and Innovative Public Service Conference

7th May 2020 RPA Webinar

23rd of July 2020 Meet the Robots Webinar.

22nd July 2020 HSE RPA Conference, Introduction to Robotic Process Automation & launch of the Digital Academy RPA Bootcamp Training

Open Data

23rd October 2019 Open Data Impact Series – “Supporting Arts, Heritage and Culture”, Trinity College

27th November 2019 Open Data Conference 2019 – Challenges and Opportunities, National Gallery

23rd June 2020, Open Data Impact Series – “Open Data and Covid-19” Webinar

2nd December 2020 Open Data Conference 2020 'The journey from Open Data Publication to Impact - How the publication, reporting and re-use of data enables the delivery of improved public services.'

Programme and Project Management Network

03 September 2019: Printworks, Dublin Castle

The theme for this event was Achieving Quality Outcomes at Programme and Project Level

10 December 2019: Printworks, Dublin Castle

The theme for this event was Governance and Leadership, fostering innovation, leading to the delivery of better outcomes

28 May 2020: Webinar

The theme for this event was Supporting Project Managers in the Public Service

21 July 2020: Webinar

The theme for this event was Project Management – Competencies & Qualifications

08 September 2020: Webinar

The theme for this event was COVID-19: The new reality for Project & Programme Management

Government Communications Network

February 2020

The Year Ahead - Communications Staff Survey Findings

The Year Ahead - Time Management

March 2020

Ensuring Public Trust - Edelman Trust Barometer 2020

Ensuring Public Trust - Case Study - MyOptions: Trusted Information in an unplanned pregnancy

June 2020

Flattening the Infodemic Curve

Co-Space Study - Supporting Parents, Adolescents and Children during Epidemics

July 2020

Communicating to Multiple Stakeholders during the Pandemic

Coming Together to Stay Apart - Communicating Effectively in a Global Pandemic

September 2020

Hybrid Events

Whatthevuca? Digital Responses to COVID-19

October 2020

Gov.ie Analytics during COVID-19

Healthy Ireland - Building Resilience Campaign

November 2020

How's Your Head? Young Voices During COVID-19

Creating a Podcast

December 2020

Being Good at Internal Communications

Appendix 4 – Projects Funded by the Innovation Fund 2020

Bed Management System for International Protection Accommodation Services (IPAS) – Department of Justice.

Development of an Online Climate Action Hub for Business, Department of Business, Enterprise and Innovation | Department of Communications, Climate Action and the Environment (DCCA)

Public Jobs Discovery Kit for Schools, Public Appointments Service | Department of the Taoiseach | CareersPortal.ie

EOLAS – The Civil Service Directory, Department of Business, Enterprise and Innovation

OPW Revit Template to Assist Delivery of BIM Projects, Office of Public Works (OPW)

Robotic Processing Automation (RPA) for Pensions, Department of Education

Heritage Data Hub, National Monuments Service | National Parks and Wildlife Service

Publishing Open Data across the Public Service, Central Statistics Office | Department of Education

Virtual Reality (VR) System for Helicopter Winching, Irish Defence Forces

Climate Action in Primary Schools (CAPS): An Innovative STEAM Outreach, Clare Education Centre

Cork County Council Housing and Building Energy Monitoring System, Cork Institute of Technology | Cork County Council

Newton Innovation Labs – STEAM Workshops for Primary and Secondary Students and Teachers, Newtown School Waterford | Waterford Institute of Technology

Unlocking Potential: Developing a fair approach to Higher Education Applications with Criminal records, Maynooth University | Irish Prison Service | Irish Probation Service | City of Dublin Education and Training Board | Irish Penal Reform Trust

Nutrition Calculators for Paediatrics UL Hospitals Group, HSE | Children's Health Ireland (CHI) at Crumlin

Creating a Sensory Pathway for Service Users of an Acute Mental Health Inpatient Service, HSE Community Healthcare East, Mental Health Service | St Vincent's University Hospital, Mental Health Unit

Evidence Based Upper Limb Rehabilitation using Virtual Technology and Patient-led Therapy Toolkit, St. Finbarr's Hospital, Occupational Therapy Department

Increasing Patient Engagement and Reducing Outpatient 'Do not attends' with User Centred Design, Department of Health | National Treatment Purchase Fund | Health Service Executive

NAS Community Telemedicine, National Ambulance Service

Virtual Reality Exposure Therapy, South Galway Child & Adolescent Mental Health Service (CAMHS)

Vital Signs Automation (VSA) - Introduction of a Digital National Early Warning Score System (NEWS), HSE Digital Transformation | Saolta University Health Care Group

Forensic KOP (Knowledge of Protocols) Shop Forensic Science Ireland

Booked Visits Online Irish Prison Service

Interactive 'Prioritisation Deliberation' to Engage with Citizens on Policing Priorities Policing Authority

3D Virtual Reality Model to Enhance Citizen Engagement Fingal County Council | Smart Dublin

Applying Robotics to Core Exception Reporting Local Government Management Agency

Becoming a Smart City: Waterford City Testbed for IoT Sensors Waterford City and County Council | Waterford Institute of Technology (WIT)

Building a Smart City Control Room and IoT Sensor Testbed for Traffic Congestion Fingal County Council | ESB Innovation

Creative Studio South Dublin County Council

Enterprise Challenge Dublin City Council / LEO Dublin City | TU Dublin | DCU

National Building Open Data Portal National Building Control Office | Dublin Housing Observatory | AIRO

Virtual Reality 360-Degree Tour and House Inspection App for Local Authority Houses Monaghan County Council

Digital Innovation Assessment Tool Enterprise Ireland | IDA Ireland

ISL (Irish Sign Language) App Citizens Information Board

SmartD8 The Digital Hub Development Agency | Dublin City Council | National College of Art and Design | NDRC | HSE Digital Transformation | St James's Hospital | St Patrick's University Hospital | Health Innovation Hub Ireland | Trinity College Dublin Transnational Medicine Institute

Appendix 5 – Projects Funded under the EU Structural Reform Support Programme

2020 Funded Projects:

Reform of clinical assessment of need processes which determine care pathways including home support & long term residential care - Department of Health

Intrapreneurship in Irish regions - Ireland South East Development Office

Review of the organisational structure of the Irish civil service – Department of Public Expenditure and Reform

Implementation of a new 'Automatic Enrolment' workplace retirement savings system – Department of Social Protection

Enhancement of the investment firm supervisory framework in respect of the new prudential regime - Central Bank of Ireland

Sustainable budgeting and financial management - Performance Budgeting, Department of Public Expenditure and Reform

Contribution to the EU's 2030 renewable energy targets in the electricity sector – Department of Environment, Climate and Communications

Independent Evaluation of the Irish Fiscal Advisory Council - Irish Fiscal Advisory Council

2019 Funded Projects:

Maximising Public Service Capability through Innovation & HR – Phase 2 - Department of Public Expenditure and Reform

Increasing the sustainability of Higher Education provision in Ireland - Department of Education & Skills

Public sector energy efficiency investment programme in order to help achieve Ireland's EU 2030 climate and energy targets - Department of Communications, Climate Action and Environment; SEAI & Department of Public Expenditure and Reform

An assessment of the capacity of the public sector to deliver the National Development Plan - Project Ireland 2040 Delivery Board; Department of Public Expenditure and Reform

Improving Management Development standards in SMEs in Ireland - Department of Business, Enterprise and Innovation

Developing a new 'Automatic Enrolment' Workplace Retirement Savings System - Department of Employment Affairs & Social Protection

Seeking support in the form of a consultancy project on Advanced Therapy Medicinal Products - Department of Business, Enterprise and Innovation

A Supervisory Framework for complex investment firms - Department of Finance; Central Bank of Ireland

Health system performance assessment in Ireland - Department of Health; Health Services Executive

Financial Reporting Reforms - Department of Public Expenditure and Reform

2018 Funded Projects:

Public Service Reform: HR and Innovation - Department of Public Expenditure and Reform

Central Securities Depository: authorisation and supervision - Department of Finance

Regulation of gambling - Department of Justice and Equality

Financial Management reform - Department of Public Expenditure and Reform

Freight and Logistics - Department of Transport, Tourism and Sport

List of Acronyms:

AP Assistant Principal

API Application Programming Interface

BPS Basic Payment Scheme

CARO Climate Action Regional Offices

CCMA City and Country Managers Association

CEO Chief Executive Officer

CES Centre for Effective Services

CPPD Continuing Personal and Professional Development

CSO Central Statistics Office

DAFM Department of Agriculture, Food and the Marine

DBEI Department of Business Enterprise and Innovation

DJE Department of Justice and Equality

DPER Department of Public Expenditure and Reform

DPU Direct Payments Unit

DSP Department of Social Protection

ED&I Equality, Diversity and Inclusion

EO Executive Officer

EU European Union

FAQ Frequently Asked Questions

GIS Geographical Information Service

GNIB Garda National Immigration Bureau

HEO Higher Executive Officer

HR Human Resources

HSE Health Service Executive

IDA Industrial Development Authority

IGEES Irish Government Economic and Evaluation Service

IPA Institute of Public Administration

NDI National Data Infrastructure

NSSO National Shared Services Office

OECD Organisation for Economic Co-operation and Development

OGCIO Office of Government Chief Information Officer

OPS Our Public Service

OPW Office of Public Works

PALS Patient Advice and Liaison Service

PAS Public Appointments Service

PCPS Patient Care Package Service

PMO Project Management Office

PPN Public Participation Networks

PPSN Personal Public Service Number

PSLB Public Service Leadership Board

PSMG Public Service Management Group

PSPMN Public Service Project Managers Network

PUP Pandemic Unemployment Payment

QCSN Quality Customer Service Network

RDO Reform and Delivery Office (DPER)

REU Reform Evaluation Unit (DPER)

REV Revised Estimates Volume

ROS Revenue Online Service

RPA Robotic Process Automation

SME Small and Medium-sized Enterprise

SHRM Strategic Human Resources Management

SRSP Structural Reform Support Programme

STEM Science Technology Engineering and Mathematics

SWFP Strategic Workforce Planning

TD Teachta/í Dála

TSI Technical Support Instrument

TUH Tallaght University Hospital

UBI Unique Business Identifier

UL University of Limerick

per.gov.ie

Prepared by the Department of
Public Expenditure and Reform



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