



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

Business Plan 2022

Mission and Goals of the Department of Public Expenditure and Reform

The Department's Mission, as set out in the Statement of Strategy 2021-23, is to serve the public interest through sound governance of public expenditure and by leading and enabling reform across the Civil and Public Service.

In support of this mission, the Department pursues two strategic goals:

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

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Overview

Introduction by the Secretary General

Our Business Plan for 2022 sets out an ambitious range of actions to deliver on our 22 key departmental priorities for the year. These priorities were agreed by the Management Board in September 2021 and this was followed by a series of divisional discussions, to which all staff were invited, on the actions to implement them by the relevant Divisions. I found these meetings to be very valuable, not least the opportunity this provided to reflect on our key achievements and lessons learned from 2021. Following these discussions, I believe that we all have a good shared understanding of the priorities and of what we want to achieve in 2022.

As set out in our [Statement of Strategy 2021-23](#), our goals are: (a) to manage public expenditure at sustainable levels to support Ireland's economic, social and climate goals; and (b) to drive reform and innovation across the Civil and Public Service and to enhance strategic policy making and public governance structures. The context in which we seek to deliver on those goals continues to evolve as set out in the strategic context section of this plan.

We will continue to face challenges in 2022, such as those posed by the Covid-19 pandemic, by the aftermath of Brexit and by the climate and biodiversity emergency. However, there are many opportunities too as we seek to embrace the growing significance of the digitisation agenda, the workforce and workplace of the future and important new funding streams such as the Recovery and Resilience Facility and the Brexit Adjustment Reserve.

This Department plays a central role in many key national issues and we will continue to work constructively and collaboratively in doing so, in particular with our colleagues in the Department of Finance in order to ensure sound public finances and an integrated fiscal policy. We will also continue to work with all Departments to drive a culture of collaboration and evidence informed policy making, implementation and review, as well as with the Oireachtas and its Committees and the bodies under our aegis.

We are continually challenging and developing ourselves to be innovative and to apply systematic approaches to managing and sharing knowledge in the Department, to communicating with our stakeholders and to maintaining and enhancing high standards and quality of service. The introduction of a new model of blended working in 2022 will provide further opportunities to build on what we have already achieved as we work together to deliver on the critical behaviours identified in the [organisational culture review](#) completed in 2021.

I want pay tribute to the staff of the Department for their hard work and to the contribution made to what the Department achieved in 2021 in very challenging circumstances. I look forward to working with them on the delivery of this Business Plan in 2022.

David Moloney
Secretary General

Strategic Context

The preparation of Divisional Priorities for the 2022 Business Plan was informed by the strategic context in which the Department operates. This strategic context has evolved continuously since the Department was first established in 2011 and the changes in context between 2021 and 2022 are especially pronounced as we look to a post-Covid and post-Brexit environment. The challenges posed by the climate and biodiversity emergency declared by the Oireachtas, the growing significance of the digital agenda and the need to effectively manage important new funding streams such as the Recovery and Resilience Facility and the Brexit Adjustment Reserve will also impact significantly on the Department in 2022.

The 'internal' context is also different as we look to deliver on the critical behaviours identified in the organisational culture review completed in 2021 and to the introduction of blended working in 2022.

Below are the key contextual issues impacting on the delivery of the Department's Business Plan in the coming year:

- The priorities of the Minister and relevant commitments in the Programme for Government;
- The challenges we face due to the Covid-19 pandemic in terms of its impact on public expenditure, the economy and society, and also its impact now and into the future on the workplace and workforce across the Civil and Public Service, including our own Department and our staff;
- Active engagement with the European Union and other international organisations and partners on emerging priorities, notably the green and digital agendas and the response to Brexit and Covid-19, reflecting the Department's growing EU footprint and new funding streams, while deepening our relationship with the UK post-Brexit and fostering North South relations;
- The new legislative commitment to reduce greenhouse gas emissions by 51% by 2030 and to reach a climate neutral economy by no later than 2050, including the associated targets that will emerge from the EU's "Fit for 55" legislative package;
- Issues relating to the overall management of public expenditure to support the public finances being put back on a sustainable footing, including: the unwinding of temporary Covid-19 expenditure; managing spending pressures including from demographics and other developments; and ensuring the sustainability of expenditure trends within the fiscal parameters, in particular the Expenditure Rule, agreed by Government in the Summer Economic Statement;
- The need for ongoing reform of the public investment management system, including the updated Public Spending Code to improve project appraisal,

selection, planning and management, for a new approach to governance for major infrastructure projects and enhanced consideration of climate impacts, and the progressive refinement of the Capital Works Management Framework;

- The delivery of the next phases of Civil Service Renewal and Public Service Reform, including the continued implementation of the Public Service Innovation Strategy, digital government, procurement and people related reforms, with particular focus on shared and user-driven solutions and the workforce, workplace and organisation of the future;
- The outcome of the Department’s review of its organisational culture and the following critical behaviours it identified that will serve to enhance our culture:
 - Seek opportunities to innovate and collaborate with colleagues;
 - Take pride in delivering on our goals and objectives;
 - Treat others with respect and value all contributions; and
 - Speak up and welcome challenge.
- The implementation of blended working in the Department from Q1 2022;
- The Department’s significant and growing role in service delivery to other public bodies, which now involves several Divisions; and
- The need to continue to have effective relationships with:
 - the Department of Finance to ensure sound public finances and an integrated fiscal policy;
 - all Departments to drive a culture of collaboration and evidence-informed policy making and implementation; the Oireachtas and its Committees to facilitate their role in democratic accountability and oversight; and
 - the bodies under our aegis to support effective engagement and delivery.

High Level Departmental Priorities for 2022

The Mission, Strategic Goals and Strategic Context set out above have led to the development of 22 Departmental priorities for 2022. These are set out below under six thematic headings, which are aligned with the themes under which the Management Board considers on a quarterly basis the high-level risks facing the Department.

It is important to note that while the priorities are set out under the most relevant thematic heading, several of them span a number of the themes and their implementation will involve a number (or even all) of the Divisions in the Department – this is particularly the case in respect of priorities such as the climate action agenda, digital government and Public Service Reform / Civil Service Renewal.

The thematic headings are:

- Public Expenditure Sustainability
- Pay, IR and Pensions
- Public Service Reform
- Civil Service Renewal, Capacity and Capability
- Service Delivery to Public Bodies
- DPER Internal Operations

Public Expenditure Sustainability

1. To produce multi-annual Estimates and Expenditure Statements that meet Government objectives and are consistent with the Government's agreed fiscal strategy, in particular the Expenditure Rule in the Summer Economic Statement, EU commitments and support economic, social and climate and environmental progress on a fiscally sustainable basis, and to monitor voted expenditure outturns and trends during the year;
2. To mainstream budgetary reforms to promote certainty and discipline regarding the level and broad composition of public expenditure over the medium term, to enhance the quality of performance information and to continually develop the evidence-based approach to expenditure policy formulation, including through the key role of the Irish Government Economic and Evaluation Service and through the promotion of the linkage between the allocation of resources and the wellbeing framework;
3. To enhance the governance, oversight and delivery of the new National Development Plan, with a focus on public and private sector capability and capacity to deliver Project Ireland 2040;
4. To ensure that our tools, policies and procedures take appropriate account of climate and environmental considerations through ongoing reforms in area such as the Public Spending Code; to continue the progressive implementation of green budgeting reforms to ensure that the budgetary process promotes and achieves improved environmental outcomes; and to work with Departments to ensure that Exchequer funds promote the achievement of climate and environmental targets in a balanced, cost effective and fair method;
5. To address emerging priorities in a range of policy areas at an EU and international level, notably the green and digital transition and the response to Brexit and Covid; making the best use of EU funding streams, including the European Structural and Investment Funds, the Recovery and Resilience Facility and the Brexit Adjustment Reserve; and promoting North-South co-operation, including through PEACE PLUS;

Pay, IR and Pensions

6. To manage public service pay and pension costs on a fiscally sustainable basis using agreed industrial relations frameworks and advance solutions to support the effective administration of the Single Pension Scheme;

Public Service Reform

7. To lead the implementation of Our Public Service 2020 to deliver better outcomes for the public, build effective public service organisations, and develop a culture of innovation as part of the reform programme, and to develop and lead the next phase of Public Service Reform;
8. To promote and support open, accountable and transparent government and public administration and good governance in the Public Service;
9. To drive the implementation of the GovTech priority actions and the Public Service ICT, Data and eGovernment strategies, and their replacement which is expected by end 2021, as well as the Public Service Data Strategy. Of particular focus will be those initiatives that will improve delivery of public services, encourage take-up of digital services, promote and encourage effective sharing and promote the use of data as a key enabler of better services, in line with the Data Sharing and Governance Act;
10. To lead the Procurement Reform Programme to enable effective, sustainable and compliant procurement across the Public Service;

Civil Service Renewal, Capacity and Capability

11. To lead the implementation of Civil Service Renewal 2030 through the development and implementation of the first of three, three year operational plans – Civil Service Renewal 2024;
12. To lead and support the development and implementation of a new Civil Service People Strategy, which reflects the workplace transformation that has taken place as a result of Covid-19 and challenges traditional ways of working to support business continuity and effectiveness into the future;

Service Delivery to Public Bodies

13. To deliver effective and efficient digital and ICT services to relevant public bodies as part of the Build to Share programme and use the OGCIO Vote to support the sustainable development and delivery of these services;
14. To deliver effective and efficient learning and development solutions across the Civil Service, through OneLearning, in order to meet evolving business and skills needs;
15. To support a unified Senior Public Service through the central management of activities and processes pertaining to continuous professional development, performance management, career development and talent management;
16. To implement projects to strengthen HR service delivery across the Civil Service, including the Human Capital Management Project and HR Operating Model;
17. To continue to drive an integrated approach to public procurement through the Office of Government Procurement and to provide a range of procurement solutions for the Public Service, delivering value for money, compliance and risk reduction;

DPER Internal Operations

18. To implement the new Statement of Strategy 2021-23 to reflect the public expenditure and reform priorities of the Minister and the Government and to provide a high quality service to the Minister, the Government and the Oireachtas;
19. To implement our Corporate Governance Framework to help us meet our obligations and ensure accountability and transparency in our operations, and to have effective oversight of the bodies under our aegis;
20. To design and develop our HR Strategy 2021-2024 to meet the evolving needs of the business, taking account of the environmental context in which we now operate; and
21. To effectively manage the Department's approach to blended working that supports the continued delivery of a high quality service while providing staff with choice and opportunity, where appropriate;
22. To deliver on the priorities and key behaviours identified in the review of organisational culture and to continue to advance our approach to knowledge management and to maximise the effective use of the digital and ICT tools available.

Business Plan Engagement

The Department invests significant time on the process of engagement to discuss and develop its Business Plan each year. This includes 'townhall style' meetings between the Secretary General and each of the Department's main Divisions. For the 2022 business plan, those meetings took place remotely in Q4 2020 and focused on (i) achievements from 2021; (ii) priorities for 2022; and (iii) risks and challenges to delivery in 2022.

The meetings reflected the following critical behaviours which the Department is prioritising on foot of the review of its organisational culture: seek opportunities to innovate and collaborate with colleagues; take pride in delivering on our goals and objectives; treat others with respect and value all contributions; and speak up and welcome challenge. In this context, the opportunity was taken during the business planning meetings to also consider the following themes:

- How do we currently use cross-team collaboration / problem solving to deliver on our key priorities (within the Division and across the wider Department)?
- What are the key opportunities to further enhance this for 2022, in keeping with the outcome of the culture review?

These meetings resulted in very valuable discussion and feedback that will inform the approach to these issues going forward.

Supporting the Minister and Department in delivering our priorities

A number of areas of the Department play a key role in supporting the Minister, the Secretary General and the Department more generally:

The **Minister's Office** provides executive support to the Minister for Public Expenditure and Reform in his role as political head of the Department, assisting him to fulfil his role as Minister and ensuring that the work of the Department that requires Ministerial attention is processed efficiently, allowing it to achieve its high level goals. The Minister's Office ensures that the Minister is appropriately informed when making executive decisions and attending Government meetings and other engagements; manages the Minister's and Department's interaction with the Oireachtas and more generally ensures that the Minister's obligations to the Oireachtas are discharged; and supports the Minister's attendance at engagements within and outside of the State. The Minister of State's Office fulfils a similar role in respect of the Minister of State.

The role of the **Press Office** is to represent the vision, mission statement, values and work of the Minister and the Department in order to communicate in a strategic and effective manner their messages and goals to all stakeholders. It organises all media engagements and press conferences undertaken by the Minister and officials. It is the principal point of contact for the media and prepares and coordinates all press releases and statements for issue to the media; it maintains and updates the PER content on the gov.ie website; it manages the Department's social media presence; and it responds to all media queries in relation to the work of the Minister and the Department.

The **Secretary General's Office** plays a key role in terms of providing support to the Secretary General in the context of his responsibilities under the Public Service Management Act, 1997. This broad role is essential to the effective functioning of the Department and involves working closely with the Secretary General and with all Divisions of the Department.

In addition, the **Office of the Chief Medical Officer** is also located in the Department. It delivers an efficient and cost effective occupational health service, as well as policy advice on occupational health matters to the Civil and Public Service.

Risk Management

In developing and agreeing its Divisional priority outputs for inclusion in the Department's Business Plan 2022, each Division undertakes an assessment of those key outputs from a risk perspective as follows:

- identify risk events, including potential cross-divisional risks, that could impact on the achievement of those outputs;
- quantify the likelihood of such risk events taking place; and
- describe the mitigating actions to be taken to manage the risk.

This risk assessment will form the basis of the Department's Risk Register for 2022 and has have regard to the Management Board's recently updated High Level Risks and also to the Government's [National Risk Assessment](#), where relevant.

While this risk assessment should be developed alongside the formulation of Business Plan objectives, the Risk Register itself will be finalised immediately after the overall Business Plan is complete.

Key Inputs and Outputs: Revised Estimates 2022

The Revised Estimates Volume for Public Services 2022 (REV 2022) provides additional details and information in relation to the allocations contained in the 2022 Estimates. In doing so, the 2022 Estimates for the Department of Public Expenditure and Reform have been supplemented with key performance information regarding programme outputs and impacts. This allows information about the spending estimates to be seen in conjunction with relevant outputs and performance data.

The 2022 Estimate for the Office of the Minister for Public Expenditure and Reform (Vote 11) is €46.5 million (net). The REV provides significant detail on the two programmes that are part of this Vote, which are aligned with the Department's Statement of Strategy. These programmes are Programme A: Public Expenditure Sectoral Policy and Programme B: Public Service Management and Reform. The detail provided includes Financial and Human Resource Inputs for 2022, Output Targets for 2022 and Context / Impact Indicators.

REV 2022 also sets out similar information for the Office of Government Procurement (Vote 39), which has an Estimate of €19 million (net) in 2022 and for the Office of the Government Chief Information Officer which has an Estimate of €43 million (net) in 2022.

Monitoring Implementation of the Business Plan 2022

The implementation of the Business Plan should be monitored at divisional level throughout 2022.

In addition, as in 2021, the Management Board will review progress on the implementation of the Business Plan at end Q2 2022.

Divisional Business Plans

Central Expenditure Policy and Reporting Division (including Justice and Health Votes) supports the Department’s mission in relation to sustainable, well-managed public expenditure and effective, responsive, transparent governance through the Division’s responsibility for overall public expenditure policy, strategy and related reporting. This includes preparation of the annual Estimates and Mid-Year Expenditure Report as well as the development of the Medium Term Expenditure Framework, Spending Review, Performance Budgeting, Equality Budgeting and aggregate public service numbers policy. The Division is also responsible for the National Development Plan and Project Ireland 2040, national policy for PPPs and expenditure management for the Health and Justice sectors; and for promoting highest standards in public financial management, reporting and corporate governance.

Head of Division: John Kinnane

Overall number of staff approved for 2022 and Grade Breakdown: 56 staff (1 A/Sec, 7 PO, 21 AP, 22 AO/HEO, 1 EO/SO, and 4 CO).

Divisional Priority Output Number	Relevant Departmental Priority Output Number	Divisional Priority Output Description	Delivery by	Responsible Principal Officer
1	6, 7, 11	Central Expenditure Strategy, Delivery & Reform <ul style="list-style-type: none"> • Advise, report on and manage Departmental Estimates in line with our legal and fiscal obligations • Maintain and enforce a credible Medium Term Expenditure Pathway on the basis of the “expenditure rule” fiscal anchor introduced in 2020 with Budget 2023 expenditure estimates delivered within the agreed fiscal parameters. • Strengthen and streamline the 2022 Spending Review process to build on the growing momentum and to link with the wider budgetary reform agenda • Re-orient budgetary reforms in support of Climate agenda, including performance, wellbeing and equality aspects, taking account of global best practice • Leverage the new e-Estimates system to facilitate and enable the budgetary reform agenda • Review of numbers policies to support more accurate pay expenditure analysis, forecasting and control and also to support delivery of Budget 2023 within agreed parameters. 	Ongoing Q3 2022 Q1 2022 Ongoing Ongoing Q3 2022	John Kinnane
2	9	Implementation of revised National Development Plan and Project Ireland 2040 <ul style="list-style-type: none"> • Improved governance structures to manage risk and improve value for money, including new External Assurance process for major capital projects 	Ongoing Ongoing	Kevin Meaney & Ed Hearne

		<ul style="list-style-type: none"> • Leading engagement with the Construction Sector on innovation and productivity including through Construction Sector Group, delivery of Housing for All related actions, the BUILD report and developing an impactful role for the Build Digital centre to promote BIM adoption • Support Project Ireland Delivery Board in sharpening its focus on delivery, through revamped and more timely investment project tracker, timely data on capital expenditure profiles and focused meeting agendas • Proactive communications strategy to support “visible delivery” of PI2040, including Annual Report, regional reports, interactive MyProjectIreland map, public education & awareness and global outreach • Supporting value-for-money through further enhancements of Public Spending Code, and development of performance indicators for infrastructure • Protecting sustainable capital investment by maintaining a credible and sustainable multiannual capital framework • Implement “Supporting Excellence” Action Team recommendations to improve capacity and coordination in public sector infrastructure delivery 	Ongoing	
			Q3 2022	
			Ongoing	
			Q4 2022	
			Q3 2022	
3	10	EU, Brexit and International Matters <ul style="list-style-type: none"> • Lead on the diverse range of emerging EU, UK and international matters falling within the remit of the Department (including through the PER attaché in the Perm Rep); provide support for the Minister; and participate in cross-Government work led by the Departments of the Taoiseach and Foreign Affairs. • Ensure development of required implementation structures for EU funds (NRRP and BAR management and control; domestic and EU reporting; IT systems; audit; communications) to safeguard available funding against risk of loss. • Continue to lead DPER response to Brexit, in particular the development of ports infrastructure. • Collaborate with the Department of Foreign Affairs on the rollout of the Government’s EU careers strategy, <i>A Career for EU</i> and on EU infringements. 	Ongoing	
			Q1 2022	Gearoid O’Keeffe
			2022	

4	7, 13	Financial Reporting & Corporate Governance <ul style="list-style-type: none"> • Continued decisive progress on “road-map” of Public Financial Reporting reform: Adoption and implementation of initial tranche of priority IPSAS standards and policies • Review, with C&AG and D/Finance relevant legislation for C&AG, with view to modernisation and update. Preparation of consultation paper for key stakeholders • Public Spending Code – development of review of current expenditure, in collaboration with Central section, IGEES unit and in support of budgetary reform and climate reform agenda • Finalise and publish Redress Guidelines • Embedding of new, structured Governance Review engagement model with DPER corporate bodies – including review of Department-wide corporate oversight / relationship management with NSSO • Review of processes for allocation of Lottery funding, and development of enhanced systems for transparency and oversight 	Q4 2022 Q2 2022 Q1 2023 Q1 2022 Ongoing Q1 2022	Fergal Costello
5	6, 7	Health Vote <ul style="list-style-type: none"> • Effective oversight and control of Health expenditure through tracking Covid-19 and non-Covid-related expenditure, and monitoring activity relating to expenditure and staffing, building upon the role of the Health Budget Oversight Group, including through enhanced collaboration with Pay side • Impactful engagement and influence on Health policy issues, with intensified oversight of delivery of SláinteCare / capacity-building reforms and engagement with DoH to monitor new Drugs Framework Agreement. • Maintain momentum and heighten impact of analytical work-stream, including through forward-looking selection of topics and collaboration, where appropriate, on Spending Review analysis and other projects. • Utilisation of international experience and data to contextualise and support the national Covid-19 response and Health sector reform more generally. 	Ongoing Ongoing Ongoing Ongoing	Jim Deane & Daniel O’Callaghan
6	6, 7	Justice Vote <ul style="list-style-type: none"> • Effective oversight and control of Justice Group expenditure having regard to evolving developments with Covid-19. Delivery of Budget 2023 and Revised Estimates. • Proactive engagement and support for Policing Reform and associated legislative reforms including Policing, Security and Community Safety Bill through Implementation Group and other oversight structures including the Garda Resourcing Group. Continued focus on the reform actions which DPER jointly leads on: Phased implementation of Multi Annual Budgeting for current expenditure on Vote 20, the financial capability review, and progressing the development of Costed Policing Plans. 	Ongoing Q3 / Q4 2022 Ongoing	Marianne Nolan

	<ul style="list-style-type: none"> • Maintain momentum of evidence-based and data-driven approach, through implementation of findings of 2021 Spending Reviews, developing targeted 2022 Spending Review output and supporting the wider participation in Spending Review programme across the Justice Vote Group. • Intensified, structured engagement to support reform and modernization across the Justice Vote Group. Participation on relevant Working Groups (including the Judicial Planning WG, the Family Justice Oversight Group and the Advisory Group against Economic Crime and Corruption) to ensure financial sustainability central to all findings. Increased consultation with the Data Protection Commission, the Irish Prisons Service with a focus on staffing levels and with the Courts Service on the development of the Courts Service modernisation programme. • Review of Employment Control Framework arrangements for Justice Vote Group. • Irish Prison Service - Oversight of proposed legislation and structure to place the Prison Service on a statutory footing. 	<p>End Q4 2022</p> <p>On going</p> <p>Q4 2022</p> <p>Q4 2022</p>	
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Labour Market and Enterprise Policy Division is responsible for development of the Irish Government Economic and Evaluation Service (IGEES) and management of the DPER IGEES Unit; and manages various Votes (Agriculture, Food and the Marine; Children, Equality, Disability, Integration and Youth; Housing, Local Government and Heritage; Business, Enterprise and Innovation; Social Protection; Transport; Culture, Heritage and the Gaeltacht; Finance; Foreign Affairs and Trade, OPW; Rural and Community Development; Taoiseach; State Property; and the Houses of the Oireachtas Commission).

Head of Division: Jasmina Behan

Overall Number of staff approved for 2022 and Grade Breakdown: 45 staff (1 A/Sec, 5 PO, 15 AP, 21 AO / HEO, 1 EO, 2 CO)

Divisional Priority Output Number	Relevant Departmental Priority Output Number	Divisional Priority Output Description	Delivery by	Responsible Principal Officer
1	6, 7, 9, 10	<p>To manage public expenditure in a planned, rational and balanced manner in support of Ireland's economic development and social progress, in particular through:</p> <ul style="list-style-type: none"> • Provision of appropriate, timely and effective briefing to Minister and Government. • Analysis and oversight of expenditure trends. • Management of annual and multi-annual Estimates process. in relation to the following expenditure areas: <ul style="list-style-type: none"> • Housing, Local Govt and Heritage • Social Protection • Children, Equality, Disability, Integration and Youth &; Transport • Enterprise, Trade and Employment; Agriculture Food and the Marine • OPW, State Property, Finance Group, Taoiseach's Group, D/Tourism, Culture, Arts, Gaeltacht, Sport and Media, D/Rural and Community Development, Foreign Affairs and Houses of the Oireachtas Commission 	Ongoing	<p>All</p> <p>Clare Costello Jasmina Behan N Callaghan G Hughes-Elders PO Vacancy</p>
2	6, 7, 8	<p>Support expenditure management and reform through:</p> <ul style="list-style-type: none"> • Analysis of medium term expenditure trends in the context of the 2022 spending review • Monitoring of managing exit from temporary COVID-19 related expenditure • Integration of IGEES output into spending reviews, estimates process and policy discussions • In depth review of selected expenditure issues, including: <ul style="list-style-type: none"> • labour market/activation, disability, poverty and pensions • expenditure implication of Brexit, COVID 	Ongoing	<p>All All Jenny Connors</p> <p>Jasmina Behan All Clare Costello Jenny Connors</p>

		<ul style="list-style-type: none"> • local government sector • Further development of Social Impact Assessment Framework 		
3	7	<p>Support expenditure management and reform through promoting skills development and the use of data through:</p> <ul style="list-style-type: none"> • Internal and external collaboration on data research and analytics, including strategic policy series, research funds and publication of analytical papers. • Promote training and knowledge transfer, building on Public Expenditure Management certificate and implementing the continuing professional development programme for IGEES. • Review the 2020- 2022 IGEES Medium Term Strategy. • Develop and launch the 2023-2025 IGEES Medium Term Strategy. 	Ongoing	<p>All</p> <p>Jenny Connors</p> <p>Jenny Connors</p>

Expenditure Management, Structural Funds and Audit Division manages the following Votes: Environment, Climate and Communications; Army Pensions; Defence; Education; and Further & Higher Education, Research, Innovation and Science; as well as the Climate Change Unit. It is also responsible for EU Structural and Investment Funds as well as Cohesion Policy, including the management of the eCohesion System. Departmental coordination of a range of issues relating to the EU and North South cooperation is also conducted by the Division. In addition, this Division is responsible for the ERDF Audit Authority and the Internal Audit Unit.

Head of Division: Patricia Coleman

Overall Number of staff approved for 2022 and Grade Breakdown: 42 staff (1 Director, 4 PO, 14 AP, 16 AO/HEO/Auditor, 2 EO, and 2 CO)

Divisional Priority Output Number	Relevant Departmental Priority Output Number	Divisional Priority Output Description	Delivery by	Responsible Principal Officer
1	1, 2,4,5,18	<p>Expenditure Management and Monitoring of four Vote Groups – (i) Education (ii) Further and Higher Education, Research, Innovation and Science Vote (iii) Environment, Climate and Communications and (iv) Defence through:</p> <ul style="list-style-type: none"> • Effective monitoring and management of sectoral expenditure, employment numbers and performance output throughout 2022, in line with approved budget allocations, sectoral policy, the National Development Plan, Climate Action Plan and other relevant sector specific plans including the Education Action Plan. • Monitoring of expenditure on Covid-19 related measures and supports • Settlement of 2023 Estimates. • Promoting an evidence based approach to expenditure policy formation including through the Spending Review process and other analytical work. Progressing analysis on agreed areas in collaboration with Departments across operational and strategic areas, including education pay. • Monitoring the performance of Commercial and Non-Commercial State Bodies and provision of advice on governance and funding issues. Ensure shareholder interest is upheld in all developments in relation to State companies. 	<p>Throughout 2022</p> <p>Throughout 2022 Q4</p> <p>Throughout 2022</p> <p>Throughout 2022</p>	<p>John Howlin / Ken Cleary</p>
2	1, 2,4,5,8, 18	<p>Influencing policy development including representing DPER on relevant groups. Provide appropriate, timely and effective briefing/advice to management and the Minister on sectoral issues e.g.:</p> <ul style="list-style-type: none"> • Special Education (incl. monitoring and assessment of existing SEN reforms and roll out of reformed SNA model) 	<p>Throughout 2022</p>	<p>John Howlin / Ken Cleary</p>

		<ul style="list-style-type: none"> • Issues for the Department of Further and Higher Education, Research, Innovation and Science, particularly, <ul style="list-style-type: none"> • Funding needs, Strategy and performance for higher education, including University pensions assessment and the TU agenda, • Further education and training strategy and funding to meet current and future labour market skills needs • School transport strategy and operations • Impact of demographic changes on all education levels • Energy/Energy Efficiency (including ESB; EirGrid, Bord na Móna; SEAI) • Communications (including An Post, ComReg and the National Broadband Plan) • Natural resources (e.g. Corrib, Kinsale, Inland Fisheries Ireland) • Defence sectoral issues (including publication of Commission on Defence Forces report) • Progress under Project Ireland 2040 and NDP review • Measures to address the impact of Covid 19. 		
3	5	<p>Tackling Climate Change</p> <p>Through a variety of cross Departmental, national and international groups and fora, work to ensure climate policies and measures are informed by analytical evidence, are outcome focused and support climate-related progress on a fiscally sustainable basis.</p> <ul style="list-style-type: none"> • Provide appropriate, timely and effective briefing/advice on Climate Change matters. • Influence the development and updating of climate and energy strategies including: <ul style="list-style-type: none"> • Annual update of the Climate Action Plan, • National Long Term Climate Strategy • Development of Carbon Budgets & appropriate Sectoral Emissions Ceilings, • Senior Officials Group and inter-Departmental Research Group • Ensure the DPER point of view is incorporated into national position on adopted on EU fit for 55 legislation. • Increasing transparency on existing climate expenditure and use of the proceeds from the carbon tax increase, through progressive implementation of green budgeting. • Reform the climate and environmental elements of the Public Spending Code to ensure capital investment decisions are informed by best possible evidence. • Conducting evaluations of the effectiveness of selected climate policies to assist with the development of a rigorous ex ante and ex post evaluation regime for climate measures. 	Throughout 2022	Ken Cleary
4	5	<p>Joint Management of the North South cross-border Cooperation Programmes, joint oversight of the Special EU Programmes Body, and governance matters relating to North South Implementation Bodies.</p>	Ongoing (except where stated)	Andrew Condon

		<ul style="list-style-type: none"> Continued implementation of the 2014 – 2020 PEACE and INTERREG Programmes. Development of PEACE PLUS Programme 2021-2027, working with SEUPB and Department of Finance NI, with a view to securing EU Commission approval and launching the programme in Q2 of 2022. Support the Minister’s participation in NSMC Plenary and Sectoral meetings. Liaise closely with other Departments in relation to the Shared Island initiative and other North/South matters. Ongoing oversight, as Joint Sponsor with DoF NI, of the Special EU Programmes Body. Ongoing oversight of North South bodies governance issues. 		
5	5	<p>Cohesion Policy</p> <ul style="list-style-type: none"> Manage the coordination of, and support the political engagement of, Cohesion Policy matters, including attendance at GAC, Ministerial and DG level meetings Oversee the Irish engagement of 2014-2020 European Territorial Cooperation (ETC) programmes as they conclude and the Irish implementation of 2021-2027 ETC programme Develop and roll out a Communication strategy for all Cohesion Policy Funds as required under the regulations 	<p>Ongoing</p> <p>Q2 2022</p> <p>Ongoing</p>	Andrew Condon
6	5	<p>Ensure optimal benefit for Ireland from European Structural and Investment Funds.</p> <ul style="list-style-type: none"> Ensure all remaining ERDF funding under the 2014 – 2020 round is drawn down, including under REACT EU. Check eligibility of all ERDF claims, ensure adherence to all EU regulatory reporting and governance requirements, so that Ireland does not lose any funding. Lead the development of the 2021 – 2027 ERDF Programmes, and Partnership Agreement, via the Partnership Process with a view to securing approval from the EU Commission and launching the programmes in 2022. Develop Management and Control System for 2021-2027, including ERDF Eligibility Rules, Simplified Cost Options, Governance and Management Structures for the Managing Authorities, Data Protection Agreements for eCohesion for 2021-2027, and monitor Action Plans arising from European Court of Auditor findings. Procure the extension of the contract of the existing eCohesion system out to end 2028 and ensure the Mazars ICT Security Audit findings are addressed adequately to avoid risk of non-compliance with GDPR and to avoid risk of EU payment interruptions Contribute to the development and roll out of an ICT solution for ERDF in 2021-2027 period with the support of OGCIO 	<p>Ongoing, except where stated.</p> <p>Q2 2022</p> <p>Q3 2022</p> <p>Q3 2022</p>	Andrew Condon

7	19	<p>Internal Audit (DPER & DFIN)</p> <ul style="list-style-type: none"> • Agree agile annual audit plan and complete programme of internal audits for the D/PER and the D/Finance in 2022. • Quarterly reports to the respective Audit Committees including submission and approval of audit reports for each audit assignment. • Maintain a strategic audit approach aligning Internal Audit Strategy with the Departments Statement of Strategy for 2021-24. • As required by IIA Standards, implement recommendations of the 2020 external quality assessment and report to the Audit Committees and Secretaries General. • Continue to support and finalise the implementation of Culture Review Critical Behaviours in partnership with the HR Strategy Unit. 	<p>Quarter 1 Quarterly Quarter 4 Quarter 1 Quarter 1</p>	<p>Dermot Byrne</p>
8	10	<p>Audit of the 2014-20 ERDF Programmes</p> <ul style="list-style-type: none"> • Complete a programme of systems audits and operations audits on the remaining projects of the 2014/2020 ERDF Regional Operational Programmes. • Review the procurement corrections recommended by the ERDF AA based on Commission Guidelines and seek the views of the OGP re legal challenge to those recommendations. • Carry out audit of the 2020/21 annual accounts and prepare/submit the Annual Control Report to the European Commission by the regulatory deadline of 15 February 2022. <p>Audit of New EU Funding Mechanisms</p> <ul style="list-style-type: none"> • Commence planning the audit strategy for the 2021-27 ERDF Regional Programmes • Commence planning the audit strategy for the Peace Plus Programme. • Implement the key priorities of the NRRP Audit Strategy and commence audits • Commence preparation of an audit strategy for the BAR • Ensure that the Unit has sufficient professional Audit staff resources to manage the audit of the new Funds. 	<p>Quarter 1 Quarter 1 Quarter 1 Quarter 2 Quarter 1 Quarter 4 Quarter 1 Quarter 1</p>	<p>Dermot Byrne</p>

Public Service Pay and Pensions Division deals with pay and pension policy development and application for the entire public service. It also leads on the management of industrial relations issues across all sectors of the Public Service (Civil Service, Education, Health, Local Authorities, Defence, Justice (Garda Síochána, Prisons) and non-commercial State agencies. The Division is responsible for matters relating to the pay and pensions of Officeholders, Oireachtas, Judiciary and senior post holders. It also manages the operation of the IR machinery for the Civil Service – the Conciliation & Arbitration (C & A) Scheme.

The Division manages Vote 12 Superannuation; deals with pensions terms applying in commercial State bodies where significant matters of policy are involved; atypical pension terms (e.g. professional added years; cost neutral early retirement), employment conditions for EU officials; Board fees and Travel and Subsistence policy. The Division supports the administration of the Single Pension Scheme by relevant authorities and is working to develop a recommendation for the long term administration of the Single Pension Scheme.

Head of Division: Colin Menton

Overall Number of staff approved for 2022 and Grade Breakdown: 61 staff (A/Sec x 1, PO x 6, AP x 21, AO/HEO x 24, 7 EO, 2 CO).

Divisional Priority Output Number	Relevant Departmental Priority Output Number	Priority Output Description	Delivery by Quarter	Responsible Principal Officer
1	6	Provide a high quality and timely service to the Minister, the Government and the Oireachtas in relation to public service pay, industrial relations and pension matters.	Throughout 2022	All
2	6	Work proactively within the framework of Building Momentum and in conjunction with union counterparts to manage threats to the Public Service Agreement and to address industrial relations challenges that may emerge over 2022	Throughout 2022	Barry O'Brien Brian O'Malley Anne O'Mahony
3	6	Develop negotiating strategy and mandate for pay talks on a new public service pay agreement to apply from 2023. Conduct talks in Q3 2022	Q2 2022 Q3 2022	Barry O'Brien Brian O'Malley Anne O'Mahony
4	6	Oversee the conclusion of the Sectoral Bargaining Process in time for 1 February deadline. Ensure delivery of progress reports on sectoral reform action plans	Q 1 to 3 2022	Brian O'Malley Anne O'Mahony Barry O'Brien
5	6	For all public service pension schemes:	Throughout 2022	Eoin Dormer Deirdre O'Neill

		<p>Continue the delivery of a programme of actions aimed at improving knowledge management (e.g. publishing additional guidance), customer service responsiveness, pensions administration and compliance in respect of public service pensions. This includes enhancement and consolidation of DPER pensions websites/resources.</p> <p>Modernise existing policies where gaps have been identified and ensure progress on policy priorities in response to developments in the external environment e.g. pensions increase policy.</p>		John Pender
6	6	<p>Monitoring and managing Vote 12: Superannuation. Effective Vote 12 Management and reporting including Budget, REV etc.</p> <p>Provide ongoing actuarial support to DPER and other Departments as required</p>	Throughout 2022	John Pender
7	6	<p>Oversee the implementation of the Single Scheme Action Plan</p> <p>Secure decisions on and progress the development of the required ICT solution to support long term administration of the Single Pension Scheme</p>	<p>Throughout 2022</p> <p>Q 2 2022</p>	Deirdre O'Neill
8	6	<p>Manage the input to and the outcomes from the following key pay/IR processes:</p> <ul style="list-style-type: none"> • Independent Body on the Haddington Road Hours • Commission on the Defence Forces • Expert Review on Nursing and Midwifery • Discussions on transfer of Local Authority staff to Irish Water • Slaintecare Contract Discussions 	Throughout 2022	<p>Barry O' Brien</p> <p>Anne O'Mahony</p> <p>Brian O'Malley</p>

Reform Division is responsible for developing, driving, co-ordinating, supporting and evaluating the Government’s programme of Public Service Reform and Innovation and Civil Service Renewal. It is also responsible for legislative and other Government reform commitments to promote and support open, accountable and transparent government.

Head of Division: Dave Hanley

Overall Number of staff approved for 2022 and Grade Breakdown: 44 staff (1 A/Sec, 4 PO, 14 AP, 20 HEO/AO, 3 EO, 2 CO).

Divisional Priority Output Number	Relevant Departmental Priority Output Number	Priority Output Description	Delivery by Quarter	Responsible Principal Officer
1	11	<p>Civil Service Renewal Civil Service Renewal 2030 (CSR2030) and Civil Service Renewal 2024 (CSR2024)</p> <ul style="list-style-type: none"> • Drive the implementation of initiatives to support the 3 core themes in CSR2030 and CSR2024: (1) Digital First and Embedding Innovation (2) Workforce, Workplace and Organisation of the Future and (3) Evidence-Informed Policy and Services <p>Civil Service Organisation Structure and Design</p> <ul style="list-style-type: none"> • Carry out phase 2 of the review of the Civil Service Organisation Structure and Design project with support from the Technical Support Instrument <p>Governance and Programme Management</p> <ul style="list-style-type: none"> • Support the Civil Service Management Board, Sub groups, Sponsoring SGs, Action teams and Project Managers to deliver on the strategic priorities within Civil Service Renewal 2030 and Civil Service Renewal 2024 <p>Engagement and Communication</p> <ul style="list-style-type: none"> • Civil Service Employee Engagement Survey (CSEES) <ul style="list-style-type: none"> • Actively engage with Departments/Offices on the implementation of Action Plans in response to the results of the 2020 CSEES • Develop the second iteration of the CSEES • Civil Service Excellence and Innovation Awards (CSEIA) <ul style="list-style-type: none"> • Host the 2021 Awards Ceremony • Develop, launch and deliver the 2022 Awards programme 	<p>Q1-Q4</p> <p>Q1-Q4</p> <p>Q1-Q4</p> <p>Q1-Q4</p>	<p>Beverley Sherwood</p>

		<ul style="list-style-type: none"> • Deliver a programme of promoting previous CSEIA winning projects • Communications Strategy <ul style="list-style-type: none"> • Support implementation of CSR2030 and CSR2024 • Support the delivery of the CSEES, CSEIA • Awareness events, programme of communications and development of the Civil Service Renewal portal 		
2	8	Government Reform <ul style="list-style-type: none"> • Transposition of the EU Whistleblowing Directive through the Protected Disclosures (Amendment) Bill and necessary implementation measures. • Support the implementation of the Protected Disclosures (Amendment) Act. • Progress the Regulation of Lobbying (Amendment) Bill and the PfG commitment to extend the Lobbying Register. • Conclude and publish the FOI Review and bring forward legislative proposals arising from the review recommendations. • Progress legislative proposals arising from the Review of the Ethics legislation. 	Q1 2022 Q4 2022 Q4 2022 Q3 2022 Q4 2022	Ciara Morgan
3	8, 11	Programme of Organisational Capability Reviews <ul style="list-style-type: none"> • Complete programme of Organisational Capability Reviews in line with sequence agreed by CSMB • Keep key learnings and emerging themes under regular review 	Q4 2022 Q4 2022	Dave Hanley/ Anne Marie Caulfield
4	8	Open Data <ul style="list-style-type: none"> • Develop and publish a new Open Data Strategy (2022-2027) • Successfully complete the EU Funded citizen engagement project, Hale & Hearty. • Engage with the EU on the negotiation of the first Implementing Act on High Value Datasets • Roll out a national open data training programme to drive compliance with the Open Data Directive. • Publish a body of research on Open Data impact in Ireland 	Q1-Q2 Q1-Q3 Q1-Q4 Q2-Q4 Q4	Dave Hanley
5	5, 7, 8, 11, 14, 17	Public Service Reform Next Programme of Public Service Reform <ul style="list-style-type: none"> • Deliver the next Programme of Public Service Reform Framework including review of Governance and outreach mechanisms (networks) • Consult across the Public and Civil Service, Political establishment and the general public to develop and launch of the next Programme of Public Service Reform • International engagements with OECD/OPSI/DG- Reform 	Q1- Q2 2022	Philip McGrath

		<p>Citizen Engagement and Satisfaction</p> <ul style="list-style-type: none"> • Complete Civil Service Business Customer Survey 2022 • Design and launch Civil Service Customer Satisfaction Survey 2023 <p>Open Government Partnership</p> <ul style="list-style-type: none"> • Development of National Action Plan and management of Roundtable process with Civic Society <p>Grant Oversight</p> <ul style="list-style-type: none"> • Manage the final installation of grant funding from DPER to the non-profit data entity (Benefacts) <p>Technical Support Instrument</p> <ul style="list-style-type: none"> • National Co-ordinating Authority for 2022 and 2023 funding rounds <p>Learning and Development</p> <ul style="list-style-type: none"> • Lead on the TSI supported Strategic Foresight project and implement associated recommendations • Support delivery of future skills Learning and Development interventions and conduct feasibility study of core skills procurement framework • Collaborate with others to produce supports for the mainstreaming of Strategic Workforce Planning and promote ED&I in Public Service 	<p>Q1-Q4 2022</p> <p>Q2 2022</p> <p>Q1 2022</p> <p>Q4 2022</p> <p>Q1-Q4 2022</p>	
6	7,9, 17	<p>Public Service Reform</p> <p>Innovation Strategy and Emerging Technology</p> <ul style="list-style-type: none"> • Continue the delivery of the 16 Actions including the PS Innovation Advisory Board, Policy Innovation Office and Fund Review and options appraisal • Deliver fourth iteration of Innovation Fund and track benefits earlier rounds, develop and support the PS Innovation Network, deliver Innovation Week 2022 • Opportunity assessment for AI (and potential TSI project), development of new iteration of Future Tech Challenge for Public Service Bodies, develop new RPA Framework and drive uptake of new and emerging technologies • Deliver the reform actions in Digital and AI strategies 	<p>Q1-Q4 2022</p>	Philip McGrath

1	11	<p>Civil Service Renewal Civil Service Renewal 2030 (CSR2030) and Civil Service Renewal 2024 (CSR2024)</p> <ul style="list-style-type: none"> Drive the implementation of initiatives to support the 3 core themes in CSR2030 and CSR2024: (1) Digital First and Embedding Innovation (2) Workforce, Workplace and Organisation of the Future and (3) Evidence-Informed Policy and Services <p>Civil Service Organisation Structure and Design</p> <ul style="list-style-type: none"> Carry out phase 2 of the review of the Civil Service Organisation Structure and Design project with support from the Technical Support Instrument <p>Governance and Programme Management</p> <ul style="list-style-type: none"> Support the Civil Service Management Board, Sub groups, Sponsoring SGs, Action teams and Project Managers to deliver on the strategic priorities within Civil Service Renewal 2030 and Civil Service Renewal 2024 <p>Engagement and Communication</p> <ul style="list-style-type: none"> Civil Service Employee Engagement Survey (CSEES) <ul style="list-style-type: none"> Actively engage with Departments/Offices on the implementation of Action Plans in response to the results of the 2020 CSEES Develop the second iteration of the CSEES Civil Service Excellence and Innovation Awards (CSEIA) <ul style="list-style-type: none"> Host the 2021 Awards Ceremony Develop, launch and deliver the 2022 Awards programme Deliver a programme of promoting previous CSEIA winning projects Communications Strategy <ul style="list-style-type: none"> Support implementation of CSR2030 and CSR2024 Support the delivery of the CSEES, CSEIA Awareness events, programme of communications and development of the Civil Service Renewal portal 	<p>Q1-Q4</p> <p>Q1-Q4</p> <p>Q1-Q4</p> <p>Q1-Q4</p>	<p>Beverley Sherwood</p>
2	8	<p>Government Reform</p> <ul style="list-style-type: none"> Transposition of the EU Whistleblowing Directive through the Protected Disclosures (Amendment) Bill and necessary implementation measures. Support the implementation of the Protected Disclosures (Amendment) Act. Progress the Regulation of Lobbying (Amendment) Bill and the PfG commitment to extend the Lobbying Register. 	<p>Q1 2022</p> <p>Q4 2022</p> <p>Q4 2022</p>	<p>Ciara Morgan</p>

		<ul style="list-style-type: none"> Conclude and publish the FOI Review and bring forward legislative proposals arising from the review recommendations. Progress legislative proposals arising from the Review of the Ethics legislation. 	Q3 2022 Q4 2022	
3	8, 11	Programme of Organisational Capability Reviews <ul style="list-style-type: none"> Complete programme of Organisational Capability Reviews in line with sequence agreed by CSMB Keep key learnings and emerging themes under regular review 	Q4 2022 Q4 2022	Dave Hanley/ Anne Marie Caulfield
4	8	Open Data <ul style="list-style-type: none"> Develop and publish a new Open Data Strategy (2022-2027) Successfully complete the EU Funded citizen engagement project, Hale & Hearty. Engage with the EU on the negotiation of the first Implementing Act on High Value Datasets Roll out a national open data training programme to drive compliance with the Open Data Directive. Publish a body of research on Open Data impact in Ireland 	Q1-Q2 Q1-Q3 Q1-Q4 Q2-Q4 Q4	Dave Hanley

Civil Service Human Resources Division provides leadership to Civil Service employers and employees in providing a world class service to the State and the public. CSHRD sets the non-pay terms and conditions for the Civil Service workforce. Traditionally the work carried out by the Division supports employers in managing Civil Service organisations and their employees through the development of Civil Service-wide HR policies and procedures; support and advice; and data and analysis. The Division also plays a specific role in the delivery of learning and development to all Civil Service employees including those in the senior leadership cohort, which acts as an enabler of capacity, capability, effective performance and productivity and of employee engagement and wellbeing for the Civil Service system as a whole. The role of CSHRD has changed significantly in response to the COVID-19 crisis.

Head of Division: David Cagney

Overall Number of staff approved for 2022 and Grade Breakdown 81 staff (1 A/S, 4 PO, 20 AP, 39 AO/HEO, 12 EOs, 5 COs)

Divisional Priority Output Number	Relevant Departmental Priority Output Number	Actions	Delivery by Quarter	Responsible Principal Officer
1	12	<p>Develop strategic plans to support the workforce of the future</p> <ul style="list-style-type: none"> Develop and secure CSMB approval for People Strategy to give effect inter alia to CSR 2024 Develop Civil Service L&D Strategy – in alignment with People Strategy Develop and secure CSMB approval for SPS Leadership Development Strategy - in alignment with People Strategy Launch and commence implementation 	<p>Q2</p> <p>Q2</p> <p>Q2</p> <p>Q3-Q4</p>	<p>All POs</p> <p>Siobhán Gaffey/ Cathy Barron</p> <p>All POs</p>
2	14, 15	<p>Prioritise and drive the development of key skills and behaviours for the workforce - Develop the Senior Public Service</p> <ul style="list-style-type: none"> Conduct ongoing learning needs analysis informed by performance review processes, insights gathering, programme reviews etc. Design and deliver tailored SPS L&D initiatives, including SG/ASec inductions Review of SPS Mobility Protocol including potential for increased automation Develop policy on talent management for senior leadership Procure, co-design and support the delivery of new PO/SPS Talent Management Programmes Engagement with, and support for PRG, ASN and SPS Management Committee in driving the SPS agenda. 	<p>Q1 – Q4</p> <p>Q1 – Q4</p> <p>Q1</p> <p>Procurement: Q1-Q2</p> <p>Roll out: Q2- Q4</p> <p>Q1-Q4</p>	Cathy Barron

	<p>CS Course Development</p> <ul style="list-style-type: none"> Develop and roll out next generation of OneLearning training courses for the Civil Service (52 courses), including: <ul style="list-style-type: none"> People Management Innovation, data & Project Management Communications & Customer Service Personal and Team Wellbeing Irish Language Complete the roll out of 8 new Leadership Courses Continue to expand the availability of OneLearning digital learning (eLearning etc.), including the blended working mandatory Health and Safety Home Work Station Ergonomics. Commence in-house development of CS essential courses. <p>Communication and Contract Management</p> <ul style="list-style-type: none"> Communication and change management plans for next generation of OneLearning courses Engagement with and oversight of external providers to ensure quality and VFM <p>Course delivery</p> <ul style="list-style-type: none"> Implement additional LMS functionality, e.g. CPPD log Manage transition to dual course delivery (face-to-face instructor led delivery and virtual) in line with public health advice Revisit business case for training rooms for centrally delivered CS courses/training Fully roll out the administration of new course on the LMS <p>Develop proposals for a Governance model to oversee and support L&D for the Civil Service</p> <p>Work with PAS on review of CS Competency Framework (led by PAS)</p> <p>Commence work on a review of Civil Service performance management policies, processes and culture.</p> <ul style="list-style-type: none"> Convene cross CS group to develop approach, TOR, and work programme 	<p>Q1-Q4</p> <p>Q3</p> <p>Q3</p> <p>Q2</p> <p>Q4</p> <p>Q1</p> <p>Q1-Q4</p> <p>Q2</p> <p>Q1-Q4</p> <p>Q4</p> <p>Q2</p> <p>Q4</p>	<p>Siobhan Gaffey</p> <p>Siobhan Gaffey</p> <p>Siobhan Gaffey</p> <p>Siobhan Gaffey/Cathy Barron</p> <p>Cathy Barron/All POs</p> <p>Cathy Barron</p>
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3	12	<p>Blended working – policies in place by end Q1 2022.</p> <ul style="list-style-type: none"> • Work with Civil Service Bodies on the roll out and support implementation of the Blended Working Policy Framework • Review and amend the Framework where necessary in light of operational experience, legislative developments and good practice. • Explore potential for additional flexibilities in the context of the review of the Framework 	<p>Q1 –Q4</p> <p>Q1 –Q4</p> <p>Q4</p>	PO VACANCY
4	16	<p>HR Operating Model Project</p> <ul style="list-style-type: none"> • Complete detailed design (service catalogue, process design, org structures and sizing) for 3 pilot organisations (CSHRD, DSP & DETE). • Identify recommendations and associated HR metrics for CSMB review • Sign off from CSMB to proceed with HROM implementation in Pilot organisations and agree next steps for broader implementation across the civil service. • Commence implementation of HROM model for the three pilot organisations in line with CSMB approval. <p>HR Functional capability</p> <ul style="list-style-type: none"> • Agree a Memorandum of Understanding with Chartered Institute of Personnel Development (CIPD) (working towards CIPD People Partner status) to support further HR professionalisation across the Civil Service. • Commence development of HR career structure including mobility and specialist competitions in line with CSR2024 goals. 	<p>Q1</p> <p>Q1</p> <p>Q2</p> <p>Q2</p> <p>Q3</p> <p>Q4</p>	Rob O'Toole
5	12, 16	<p>Strategic Workforce Planning</p> <ul style="list-style-type: none"> • Establish Senior Working Group to champion good practice and to oversee and review implementation of WFP across all CS organisations. • Design change management plan to implement, embed workforce planning across the Civil Service to ensure Resourcing and L&D requirements are identified in Departments and Offices to ensure the right people are in the right jobs and to inform a Civil Service wide workforce plan. <p>Mobility</p> <ul style="list-style-type: none"> • Roll out of Mobility for Professional & Technical grades across the civil service and Reporting Suite. • Policy Development – Roll out of new Secondment Policy and redesign of the Redeployment Policy. 	<p>Q1</p> <p>Q3 onwards</p> <p>Q1</p> <p>Q2</p> <p>Q1-Q4 2022</p>	Rob O'Toole

		<p>Resourcing</p> <ul style="list-style-type: none"> Progress PfG and CSR2030 commitments (jointly with other Departments and PAS) to develop and expand alternative approaches to recruitment to attract more diverse talent to civil service: <ul style="list-style-type: none"> Apprenticeships Irish Language EU Careers NDP Skills Graduate Recruitment 		
6	12 & 14	<p>Employee Wellbeing</p> <p>The Civil Service Employee Assistance Service (CSEAS): will continue to provide a wide range of confidential supports to all civil servants.</p> <ul style="list-style-type: none"> Extend reach of CSEAS through continued collaboration with OneLearning, SPS and Department representatives to design and deliver topical wellbeing initiatives to support people managers and employees at all levels of the Civil Service. Introduction of additional and automatic capabilities within the CSEAS data reporting function. Implementation of process to review and analyse CSEAS data on a quarterly basis and provision of data and trends to Dept/Offices, where appropriate, to inform their own wellbeing programmes. Implementation of QA/Outcome mechanism to ensure CSEAS maintain current quality levels and utilise data to inform CSEAS service delivery and communications strategy Health and Wellbeing Framework – Launched Q3 2021 - review development and implementation of Department Wellbeing Policies 	<p>Q1 - Q4</p> <p>Q1-Q4</p> <p>Q3</p> <p>Q1</p> <p>Q4 (only)</p>	PO VACANCY
7	12	<p>Equality, Diversity & Inclusion - Continue to Progress:</p> <ul style="list-style-type: none"> Embed EDI awareness and values across the CS through learning and development programmes (including OneLearning Gen 2 courses) Disability: WAM & OWL Programmes Migrant, ethnic minority & disadvantaged socioeconomic backgrounds - internships Pilot Traveller & Roma Internship <p>Strategic Priorities linked to CSR24</p> <ul style="list-style-type: none"> Establish an Inter Departmental Working Group: 	<p>Q1 –Q4</p> <p>Q1- Q4</p>	PO Vacancy Siobhan Gaffey Rob O'Toole

		<ul style="list-style-type: none"> a) to identify current and future data requirements and potential sources of data b) develop approaches to accessing/acquiring this data to: <ul style="list-style-type: none"> • Establish appropriate baselines and; • Inform the short, medium and long term priorities based on the data c) agree and put in place a process to acquire the data <ul style="list-style-type: none"> • Conduct benchmarking research to establish good practice to inform the EDI framework. • Commence development of EDI Framework for Civil Service with KPIs and objectives identified. 	<p>Q1 –Q4</p> <p>Commence Q4 2022</p>	
8	12	<p>HR Policy imperatives</p> <ul style="list-style-type: none"> • COVID-19 working arrangements – special leave with pay and winding down other arrangements as necessary • Amendments to the Civil Service Regulation Act, 1956 • Associated revision of Disciplinary Code • Sick Leave Regulations changes • Transformation of Centre of Expertise support to HR • Action Plan reporting 2022 • Annual leave policy revision • Bereavement leave policy revision 	<p>Ongoing</p> <p>Q3</p> <p>Q3</p> <p>Q4</p> <p>Ongoing</p> <p>Q3</p> <p>Q4</p> <p>Q4</p>	PO Vacancy

The **Office of the Government Chief Information Officer** (OGCIO) acts as the strategic advisor to Government on all matters digital. The division drives the digital transformation agenda across the Civil and Public Service through leading on ICT/ digital /data-related strategy development and implementation, and engaging with multilateral organisations, in particular the EU, on policy matters and certain EU regulations. OGCIO also engages with industry, representative bodies and academia to further the national digital agenda. The division also provides ICT services for the Department.

Head of Division: Barry Lowry

Overall Number of staff approved for 2022 and Grade Breakdown: 105 staff (1 x Dep Sec, 1 Director, 6 PO, 24 AP, 43 HEO/AO, 27 EO, 3 CO)

Divisional Priority Output Number	Relevant Departmental Priority Output Number	Priority Output Description	Delivery by	Responsible Principal Officer
1	1, 5,6,13, 21,22	<p>Continue Delivery of ICT services to support colleagues across the Department in achieving the Department’s priorities for 2022, including</p> <ul style="list-style-type: none"> • Develop annual ICT Plan for review by Governance Committee and approval by the Management Board – Q1 • Develop and implement Phase 2 of Estimates Manager system by Budget 2022 – H1 • Progress next phase of SPS Data Bank – H1 • Support the CMO procuring new solution for his office – H2 • Support Cohesion Policy Unit with procurement of Structure Funds solution – H1 • Support SPS with analysis of approach to long term administration of scheme – Q1 • Support implementation of Blended Working Policy 	Ongoing 2022	G Masterson B Dempsey M O’Donohue
2	9,11	<p>Focusing on Governance and Leadership:</p> <ul style="list-style-type: none"> • Publish PS Digital and ICT Strategy – Q1 • Establish governance and delivery structures – H1 • Progress implementation of GovTech priority actions – on-going • Develop reporting dashboard to track progress – H2 	Ongoing 2022	M O’Donohue
3	9,11	<p>User-Driven Digital Experience</p> <ul style="list-style-type: none"> • Undertake public consultation process to identify key digital services – H1 • Complete migration of departments to gov.ie – H1 • Further enhance gov.ie portal and implement new platform • Develop first cut Life Events Portal • Implement EU Regulations <ul style="list-style-type: none"> ○ Single Digital Gateway 	Ongoing 2022	Tony Shannon Mary O’Donohue

		<ul style="list-style-type: none"> ○ Once Only Technical Solution 		
4	9	Harnessing Data Effectively <ul style="list-style-type: none"> ● Progress implementation of the Data Sharing & Governance Act ● Develop: <ul style="list-style-type: none"> ○ MyData Portal Proof of Concept ○ First Virtual Data Room ○ System to manage Data Sharing Agreements 	Ongoing 2022	Bernadette Dempsey
5	5,7,10	Evolving through Innovation <ul style="list-style-type: none"> ● Progress NRRP Project – National Low Latency Platform ● Progress GovTech Priority Actions ● Investigate opportunities for innovation in procurement for new Start-Ups/ SMEs 	Ongoing 2022	Jim Leahy Mary O'Donohue Janet Flynn
6	9,11,13	Government as a Platform <ul style="list-style-type: none"> ● Further develop Government Cloud Network services and broaden client base and security analytics ● Continue to enhance Cyber Security measures including in line with National Cyber Security Strategy ● Achieve ISO 27011 Certification – H1 ● Grow Build to Share Managed Desktop and Applications client base and services ● Procure virtual meetings solution to support hybrid working – Q3 ● Progress Single OGCIO Service Desk project – H1 ● Work with OPW to procure and build Government Data Centre 	Ongoing 2022	Gary Masterson Ken Barclay Mary O'Donohue Tony Shannon
7		Strengthening Digital Skills <ul style="list-style-type: none"> ● Progress CS ICT HR Professionalisation Strategy ● Develop programme for ICT Recruitment campaigns with PAS ● Take forward Move2ICT retraining and new apprenticeship programmes 	Ongoing 2022	Mary O'Donohue
8	13,19,22	Effective Governance <ul style="list-style-type: none"> ● Undertake appropriate procurement to ensure relevant contracts are in place to support delivery of OGCIO priorities and services ● Implement Project and Portfolio Management tool to support effective project management and delivery across the division – H1 ● Review client engagement model – MOU, charging etc ● Support embedding the Department's culture and values in the division 	Ongoing 2022	Janet Flynn Mary O'Donohue

The **Office of Government Procurement** (OGP) is charged with leading the Procurement Reform Programme (PRP), by providing advice, guidance and systems to promote better public procurement and build procurement capacity and capability across the public service. It also is charged with providing a range of procurement solutions for the Public Service, delivering value for money, compliance and risk reduction.

Head of Division: Paul Quinn

Overall Number of staff approved for 2022 and Grade Breakdown: 262 staff (1 A/Sec, 1 Director; 14 PO, 60 AP, 93 AO/HEO, 59 EO and 34 CO)

Divisional Priority Output Number	Relevant Departmental Priority Output Number	Divisional Priority Output Description	Delivery by	Responsible Principal Officer
1	3, 7, 8 10, 17	<ul style="list-style-type: none"> Lead the procurement reform programme to deliver Government’s objectives, enabling better, sustainable and transparent public procurement 	Q4 2022	Dermot Sellars Brendan Whelan David O’Brien
2	13,17	<ul style="list-style-type: none"> Provide a range of flexible, quality, customer focused procurement solutions to support the needs of the public service. OGP will complete 10-15 frameworks in 2022 and will commence work on an additional 11. OGP will complete on behalf of clients 10-15 bespoke contracts and will commence work on an additional 20, in line with the provisions of the Client Proposition. OGP will complete on behalf of clients, 500-600 mini- competitions, with an estimated value of €400m-€500m in line with the provisions of the Client Proposition. 	Q4 2022	David O’Sullivan
3	3,4,5,7,8	<ul style="list-style-type: none"> Enable better, sustainable and transparent public procurement through guidance, advisory services and training in relation to procurement and eProcurement. Provide guidance on a range of construction policy issues such as, implementation of price variation amendments and life cycle costing/life cycle analysis. Support further professionalisation of the procurement function. 	Q4 2022	David O’Brien Brendan Whelan Michael Farrington Donal Darcy
4	6,11,12,14,15, 16	<ul style="list-style-type: none"> In conjunction, with the MB and Senior Leadership Team, develop the Office of Government Procurement as a World-Class Service that provides leadership, best practices and development opportunities for our people across the organisation. Design, develop and deliver a new People Strategy for the OGP aligned to the new Civil Service People Strategy, OGP Statement of Strategy and OGP Values. Deliver a new Blended Working Policy for the OGP, in partnership with the ‘Future of Work’ group, in line with the CS Blended Framework. 	Q4 2022	Kathryn Whyte Dermot Sellars

5	29,13,14,15, 17	<ul style="list-style-type: none"> • Support further professionalisation of the procurement function • Develop the competency and skills of Public Service Bodies in commercial aspects of planning, procurement and contract management. 	Q4 2022	Michael Farrington David O'Brien David O'Sullivan
6	8,9,13, 17	<ul style="list-style-type: none"> • Implement and oversee technology solutions to support the efficient and effective delivery of OGP objectives including roll-out of the next generation of the eTenders platform, exploring opportunities for digitalisation, and the development of eProcurement solutions for the public sector. • Oversee the delivery of a programme of works that seeks to identify, explore and exploit the potential for digital and data to improve the OGP and support the implementation of the public procurement reform programme. • Facilitate and enable all Public Sector Bodies meet their obligations arising from the European eInvoicing Directive and achieve benefits beyond compliance. 	Q4 2022	Mags O'Callaghan Declan McCormack
7	8,9,13,17	<ul style="list-style-type: none"> • Engage and communicate effectively with stakeholders, delivering a better understanding of public procurement and a quality customer experience. • Provide quality customer service to stakeholders to include proactive and reactive information, assistance and support. • Provide proactive communications to further enhance the awareness of procurement's value to the citizen, and OGP reputation and identity, including through a new communications strategy. 	Q4 2022	Dermot Sellars, Donal D'Arcy

The **HR Strategy Unit** operates across three functional areas: HR Operations, Organisational Development and HR Business Partnering. The Unit provides a comprehensive range of services across the HR disciplines including: Recruitment, Workforce Planning, Learning and Development, HR Consultancy, Performance Management, Employee/Industrial Relations, Health and Well-being and Change Management.

Head of Division: Claire O'Reilly

Overall Number of staff approved for 2022 and Grade Breakdown: 14.6 staff (1 PO; 4.6 AP; 4 AO/HEO; 2.6 EO; 1 CO).

Divisional Priority Output Number	Relevant Departmental Priority Output Number	Divisional Priority Output Description	Delivery by	Responsible Principal Officer
1	15, 20, 21, 22	<p>Develop and implement the next iteration of the Department's HR Strategy for 2022 – 2024 which will continue to build upon the work of the People@PER strategy, focussing on employee engagement, inclusiveness and high performance but which will also strengthen our commitment to culture, as demonstrated in the culture implementation plan. Consideration is required to the development of a strategy which sits against the background of a blended working environment.</p> <ul style="list-style-type: none"> Engage with the organisation, utilising cross collaboration and problem solving to design, develop and implement the next iteration of HR Strategy which reflects the evolving nature of both our organisation and HR for the future. Promote employee engagement through the engagement action plan and enhance communications through cross-divisional and cross-grade teams, working with divisions on developing robust processes for knowledge management and promoting new ways of working. Continue to acknowledge and leverage unique employee voices from across the organisation through various fora including the PERspectives group and the Culture Working Group which will enable us to deliver on our key objectives. Continue to enhance how we work collaboratively and cross divisionally to support governance, risk management, knowledge management and compliance frameworks to deliver our strategic objectives. 	Q3, 2022	Claire O'Reilly
2	20,21,22	<p>Continue to focus on Culture through our work on the culture implementation project, working collaboratively with colleagues from the Internal Audit team and across the Department to deliver on the actions committed to in the Culture Review Report. Ensuring the 4 critical behaviours are embedded into the Department :</p> <ul style="list-style-type: none"> Seek opportunities to innovate and collaborate with colleagues Take pride in delivering on our goals and objectives 	Q1 & Q2 2022	Claire O'Reilly

		<ul style="list-style-type: none"> • Treat others with respect and value all contributions • Speak up and welcome challenge <p>Build on our culture of Inclusion and Diversity across the Department through a suite of programmes :</p> <ul style="list-style-type: none"> • Build upon the foundations of D&I established in the Department to drive activities that support an inclusive working environment including driving initiatives that support leaders of the organisation. • Continue to utilise D&I data to drive evidence based decision-making and measure progress against key indicators over time. 		
3	20,21,22	<p>Further embed the “Your PERsonal Wellbeing” Health and Wellbeing strategy across the Department and deliver on all quarterly objectives as set out in the strategy document, working with colleagues across the Department, and in particular OneLearning, to ensure a holistic offering of health and wellbeing supports.</p> <ul style="list-style-type: none"> • Leverage the <i>Off-site/Insight e Learning</i> Platform to deliver on the objectives in a remote capacity, pivoting to providing in person events in 2022, when appropriate. • Continue to communicate on and create awareness amongst line managers and staff of the value of wellness initiatives for individuals, teams and the wider organisation and support positive employee relations with a focus on early intervention via the business partnering function. • Embed a focus on Wellness, where appropriate, across L&D programmes and through all divisional engagement platforms to support the personal and professional needs of our staff and enhance business performance. • Review and refine the programme, in consultation with staff, to facilitate a successful and seamless transition to a blended working from a remote working environment which empowers individuals and managers, maximising efficiency and wellbeing in this new workplace context. 	<p>Q1-Q4, 2022</p> <p>Q1/Q2 2022</p>	Claire O’Reilly
4.	20,21,22	<p>Evolving work landscape – continue with an agile, collaborative HR approach in order to support staff and managers in adapting to the rapidly evolving working environment with a focus on a best-fit blended working policy for the Department and the required supports to ensure its success.</p> <ul style="list-style-type: none"> • Develop, publish and publicise, in consultation with staff, managers, and senior manager groups, a Blended Working policy which best suits the needs of the Department following a collaborative development, with the Workforce Planning Group and it’s Blended Working subgroup, of key principles which will underpin the policy. 	Q1, 2022	Claire O’Reilly

		<ul style="list-style-type: none"> Establish and carry out periodical reviews of the policy during its one year trial period, with a view to making recommendations for any subsequent iterations as well as identifying and facilitating required supports and training for staff and managers to ensure all employees are empowered to comfortably navigate the new working landscape. In collaboration with the Corporate Support Unit and the Health and Safety Oversight Committee, continually review, update and republish when required, the Department's Covid response plan, in line with contemporary public health advice. Hybrid working supports such as advising staff and managers on a continual basis on the appropriate application of the policy on a case by case basis as well as advising on the periodical reviews of individual arrangements. 		
5	15, 20, 21, 22	<p>Create a renewed focus on empowering people managers, with a particular focus on newly appointed Line Managers. Developing a leadership culture that develops and supports staff at all levels to grow and become effective and accountable leaders, equipped with the skills and competencies to lead and manage our people, especially in the Hybrid Working model</p> <ul style="list-style-type: none"> Support senior management to lead on a complex and diverse range of issues and deliver on priorities through their teams. Empowering line managers, through the HR Business Partner model and relevant L&D initiatives, to demonstrate effective people management skills and foster behaviours that drive high performance. This will be supported by the roll out of targeted Line Manager training/coaching for new appointees to management positions. Further enhance the support offered to Divisions by the Business Partnering Unit in relation to the business planning process. Using this as a continuous opportunity to drive effective engagement between business partners and divisional staff to identify innovative methods for enhancing business performance. Continue to strengthen and develop our relationships with L&D partners and OneLearning, both within and external to the Civil Service/Public Service, to champion best practice and drive innovation in leadership development. 	Q1 - 4, 2022	Claire O'Reilly
6	15, 20, 21, 22	<p>Strengthen our collective approach to strategic workforce planning for the Organisation. Ensuring alignment with all elements including budget management, resource allocation, talent management, succession planning and mobility policies with Departmental objectives.</p> <ul style="list-style-type: none"> Support the Workforce Planning Group through the continued provision of high quality relevant HR metric data and briefing materials to inform strategic decision making 	Q1 - Q4, 2022	Claire O'Reilly

		<p>processes, ensuring that the group evolves and responds to the changing nature of the workforce and operating environment.</p> <ul style="list-style-type: none"> • Support senior management to review divisional structures and support the strategic allocation of resourcing across the Department and promote change management strategies to maximise organisational effectiveness. • Enhance the effectiveness of succession planning and talent management strategies to attract, develop and retain high quality candidates and to ensure the organisation is future fit. Support senior management in the development of robust knowledge management processes. • Maximise the eRecruitment system to enhance the efficiency and effectiveness of recruitment and selection processes, ensuring procurement of a system which reflects the evolving recruitment needs of the Organisation. • Continued collaboration with the Public Appointment Service to ensure effective recruitment, selection, placement and promotion to meet business needs 	Q2, 2022	
7	15, 20,21,22	<p>Develop and further enhance, as appropriate, capacity and capability building within the Department.</p> <ul style="list-style-type: none"> • Design and delivery of a comprehensive leadership development programme with particular focus on the senior cadre of leaders within the organisation. Support Senior Managers in their personal and professional development and in their ability to manage and drive high performing teams. • Continued development, enhancement and roll-out of tailored, bespoke divisional learning and development (i.e. Public Expenditure, Economics, HR, IR, etc. and CPD programmes (seminars/webinars, professional membership of bodies, etc.) to strengthen professional expertise across the Department. • Conduct a review of the Post-Entry Education Scheme 2022/2023. • Disseminate and co-ordinate civil service and international training/talent programmes, as appropriate. 	<p>Q1 –Q4 2022</p> <p>Q1 2022</p> <p>Q2 2022</p>	Claire O’Reilly

The **Corporate Office** is comprised of six Units – the Corporate Support Unit, the Corporate Governance Unit, the Data Protection Unit, the Finance Unit, the Election Unit and the Legal Adviser. Its role is to operate and continually enhance D/PER’s governance, risk management and compliance framework and provide a high quality of corporate support, to implement effective financial management and procurement arrangements for the Department and provide high quality and timely legal advice.

Head of Division: David Feeney

Overall Number of staff approved for 2022 and Grade Breakdown: 15 staff (1 PO, 5 AP, 6 HEO, 2 EO and 1 CO)

Divisional Priority Output Number	Relevant Departmental Priority Output Number	Divisional Priority Output Description	Delivery by date	Responsible Principal Officer
1	18,19	<p>Governance: Provide high quality briefing, analysis and support to facilitate the effective functioning of DPER’s governance structures:</p> <ul style="list-style-type: none"> • Management Board and Management Board Policy Forum • Annual Management Conference • Governance Sub Committee • Health and Safety Oversight Committee • PO Forum 	Throughout 2022	David Feeney
2	18,19	<p>Planning and Reporting: Facilitate effective Business Planning and Risk Management in DPER by coordinating the production of:</p> <ul style="list-style-type: none"> • Annual Business Plan • Annual Report • Risk Management reporting • Programme for Government reporting • Business Continuity Planning 	Q4 Q1 Quarterly Quarterly Ongoing	David Feeney
3	18,19	<p>Operational: Support DPER in ensuring accountability and transparency in its operations through the coordination of responses and inputs on:</p> <ul style="list-style-type: none"> • Parliamentary Questions • FOI Requests • Memoranda for Government • Legislative updates to Whip’s Office • Support for Secretary General’s Oireachtas Committee appearances and Oireachtas engagement more generally • Statutory Instruments • Secretariat to both the Management Board and the Principal Officer Forum 	Throughout 2022	David Feeney

		<ul style="list-style-type: none"> • ICT Service Delivery engagement with OGCI0 		
4	19	<p>Compliance: Support DPER in ensuring compliance with its obligations through oversight and implementation in relation to:</p> <ul style="list-style-type: none"> • D/PER Governance Framework • Protected Disclosures • Framework of Assignments • Internal Control Questionnaire • Audit Recommendations • Ethics • Health and Safety, including remote working risk assessments and equipment • Children’s First • Quality Customer Service and Irish Language • FOI Publication Scheme • Energy Efficiency / Energy Reporting • National Archives Act • Records Management 	Throughout 2022	David Feeney
5	19	<p>Data Protection: Support DPER in ensuring compliance with its Data Protection obligations through:</p> <ul style="list-style-type: none"> • Capacity building • Subject Access Requests and Breach Management • Maintaining a Record of Processing Activities • Data Processing Agreements and Controller Agreements • Review of Data Protection Impact Assessments • Assistance with privacy notices • Review of data protection policies and template • Engagement with OGP and OGCI0 on their specialised requirements. 	Throughout 2022	Emma Lynch (Data Protection Officer)
6	22	<p>Knowledge Management: Supporting the next phase of knowledge management in the Department by reviewing and relaunching our Knowledge Management Policy</p>	Q1	David Feeney
7	19	<p>Financial Management: Support DPER in ensuring compliance with its financial management and control obligations through the following:</p> <ul style="list-style-type: none"> • Estimates and Revised Estimates processes • Appropriation Accounts for Votes 11 (PER), 15 (SS) and 43 (OGCI0) • Financial Management and Reporting • Purchase Order compliance and related issues • Training for Financial Management Coordinators / Budget Holders 	Throughout 2022	David Feeney

		<ul style="list-style-type: none"> Internal Audit Liaison and C&AG Liaison Planning and transition to Financial Management Shared Service Monitoring and enhancement of Purchase Card system Encourage less convoluted financial operations by divisions to increase productivity Engagement with Government Accounting on developing financial standards Review of the operation of the Ireland United States Education Fund <p>Election Accounts: Audit accounts of returning officers and make recommendations to Environment Vote on Charges Audit:</p> <ul style="list-style-type: none"> Complete audit of the Dublin City Sheriff's By-Election accounts Prepare the ongoing expenses accounts of the ROs in house for the first time Audit Returning Officers' ongoing expenses accounts and reform of the process Embed the reform of banking and funding arrangements of Returning Officers Recommend changes to the annual charges orders as a result of observations from above audits 		
8	19	<p>Public Procurement: Support DPER in ensuring compliance with its public procurement obligations through the following:</p> <ul style="list-style-type: none"> Procurement compliance through reviews and reporting Procurement advice and OGP engagement Annual Corporate Procurement Plan Reporting to Management Board Contracts Register FOI Publication Scheme obligations Annual 40/02 return 	Ongoing Ongoing Q3 Quarterly Ongoing Ongoing Q1	David Feeney
9	21,22	<p>Covid-19 Response: Continue to manage the Department's response to Covid-19 in a professional and agile manner, through putting our people first and robust business continuity planning to meet business needs:</p> <ul style="list-style-type: none"> Ongoing review and implementation of Covid-19 Business Continuity Plan Ongoing review and implementation of Covid Response Plan 	Q1 Q1	David Feeney
10	18,19	<p>Legal Advice: Provide timely, high quality legal advice to whole of Department, through:</p> <ul style="list-style-type: none"> Carrying out legal research on complex legal issues arising across the Department Assisting officials in the running of litigation Reviewing and providing advices on draft legislative proposals Advising on the implementation of new legislation Reviewing the application of legislation to particular cases 	Throughout 2022	Maeve Larkin (Legal Adviser)