

Public Service Agreement 2010-2014 (Croke Park Agreement) Action Plan

2nd PROGRESS UPDATE ON THE DEPARTMENT OF SOCIAL PROTECTION'S ACTION PLAN October 2011

1. Summary of Main Progress Achieved in the Six Month Period April 2011 to September 2011

- Development and publication of the plan for the establishment of the new National Employment and Entitlements Service (NEES), as provided for in the Programme for Government, on 3rd August 2011. The establishment of the NEES is also a key commitment under the terms of the Memorandum of Understanding with the EU/IMF/ECB.
- Full transfer of 1,020 Community Welfare Staff to DSP on 1st October 2011. This represented the culmination of a very significant cross-sectoral effort by DSP, DOH, HSE and staff representatives and brought us a step closer to full integration and to the development of the NEES.
- Administrative savings of approximately €1m are expected to be realised in the implementation of a revised approach to the processing of Back to School Clothing and Footwear claims for 2011.
- A new system was developed to cater for Redundancy and Insolvency Payments. The new system, which included online claiming for these payments, went live at the beginning of October 2011.
- The phased introduction of the Public Services Card commenced October 3rd 2011.
- The Department successfully negotiated a deal with a telephone service provider for the application of the Telephone Allowance administered under the Household Benefits Package to over 289,000 customers. The deal not only yielded significant annual savings of €17 million but also provided customers with additional value of over €55 per annum.
- Significant business process and IT development to support the operation of the revised NEAP and the testing of a new online “sign-on” service for Jobseeker’s payments commenced in September 2011.

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2. Detailed Progress Update for the 6-months – April to September 2011

1. Better human resource management: <i>Actions to include under this heading include reductions in numbers, redeployment, reconfiguration of service delivery, revisions in attendance arrangements, better attendance and absence management etc.</i>																			
Terms of the Public Service Agreement 2010 – 2014	DSP Action Reference	Timeframe	Action	Current Position															
<p>(ref to relevant paragraph)</p> <p>Resources</p> <p>1.5</p> <p>4.3</p> <p>4.4</p>	1.1	<p>For the lifetime of the Agreement</p> <p>ECF 2010: 5024</p> <p>ECF 2011: 4964</p> <p>ECF 2012: 4957</p> <p>ECF 2013: 4804</p> <p>ECF 2014: 4588</p>	<p>Reduction in Public Service Numbers: Implementation of the Department's Employment Control Framework to reduce staffing numbers while maintaining services to the greatest possible extent.</p> <p>The Department will reconfigure and reorganise its business to manage within these lower staffing ceilings and will only request exemptions to the moratorium in exceptional circumstances. These figures represent the staffing ceilings in the pre-merged organisation.</p>	<p>1.1 The Department successfully completed the transfer of CWS staff with effect from 1st October 2011.</p> <p>The Department is on target to achieve its adjusted ECF figure for 2011 which takes account of the transfer of functions from D/CR&G and D/Education&Skills since May.</p> <table border="1"> <thead> <tr> <th>Year</th> <th>Original Target</th> <th>New Target</th> </tr> </thead> <tbody> <tr> <td>2011</td> <td>4964</td> <td>5025</td> </tr> <tr> <td>2012</td> <td>4957</td> <td>5018</td> </tr> <tr> <td>2013</td> <td>4804</td> <td>4865</td> </tr> <tr> <td>2014</td> <td>4588</td> <td>4649</td> </tr> </tbody> </table> <p>Note: The above ECF figure will need to be further adjusted to take account of the 1128 additional posts involved in the transfer of functions from the HSE.</p> <p><u>Business Reconfiguration:</u></p> <p>The Dept has established Working Groups to determine the most appropriate structure to deliver services regionally and to underpin the NEES. A recent Business Process Improvement initiative has resulted in the automation and streamlining of the administration of the Department's training function. The effect will be to free up resources to concentrate on the delivery of training.</p>	Year	Original Target	New Target	2011	4964	5025	2012	4957	5018	2013	4804	4865	2014	4588	4649
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<p>Redeployment 1.7 1.8 1.10 4.3 4.4 6.3</p>	<p>1.1 Contd.</p>	<p>The redeployment programme is underway and, when completed, will result in the transfer of almost 2,000 staff to the Department.</p>	<p>Redeployment within Public Service DSP now has a much wider role in relation to the provision of activation, employment, and community services and income support following the reorganisation of Departmental responsibilities announced in March 2010. The transfer of functions brings together employment supports and associated income support services in one organisation.</p> <p>The addition of almost 2000 Community Welfare Service (CWS) and FÁS staff, together with responsibility for a wide range of activation programmes at local level, will enhance our ability to interact directly with all our customers of working age in effective and innovative ways. This will be achieved in the context of a new service vision and model that provides personalised assistance and co-ordinated/integrated delivery of payments and services.</p> <p>That reorganisation provides both opportunities and challenges and includes a refocusing of interventions and support services, increased resource capacity and capability, and significant issues with regard to assimilation of very large numbers of staff and new responsibilities.</p>	<p>1.1 Contd. The Department successfully completed the transfer of CWS staff with effect from 1st October 2011.</p> <p>The temporary Transition Principal Officer posts have been extended to the end of 2011 to manage the CWS service during the transition to a new organisation structure.</p> <p>HR Division is continuing to work with FÁS to transfer 700+ staff to DSP.</p>
<p>Redeployment (cont.)</p>	<p>1.2 1.3 1.4 1.5 1.6</p>	<p>Completed. Completed. From Jan 2011. Policy from Jan 2011, with staff to follow later in 2011/2012.</p>	<p>A range of services provided by other Departments/Agencies and associated staff resources will transfer to the Department:</p> <ul style="list-style-type: none"> ○ Rural Support Scheme (from D/CE&GA). ○ Community Services Programme (from D/CE&GA). ○ Redundancy & Insolvency Payments (from (D/ETI). ○ Community Employment Programme (from FÁS). ○ Employment Services Programme (from FÁS). 	<p>1.2 Completed 1.3 Completed 1.4 Completed 1.5 -1.6 Project is progressing. Agreement reached on resources to transfer. IR issues being progressed through LRC.</p>

	1.17		<ul style="list-style-type: none"> Develop an accredited capability programme to underpin the development, acquisition and recognition of skills required in various areas of the Department, thereby improving overall performance and reducing costs. 	1.17 Staff Development Unit (and external stakeholders) are currently exploring options to develop accredited training to support the operation of the National Employment and Entitlements Service.
Recruitment 1.7 1.13 4.3 4.11 6.3.1 (i) 6.3.3	1.18 1.19	2011 and ongoing over the lifetime of the Agreement.	<p>Extend recruitment options to help manage work demands (within the ECF), including redeployment within the Department and from other parts of the public sector, part-time working, recruitment of temporary staff, open recruitment where skills are not readily available.</p> <p>Participate fully in the Civil Service Human Resource Shared Service initiative.</p>	<p>1.18 The Department recruited temporary staff to deal with the seasonal demands of the Respite Care Grant and Back to School Clothing and Footwear Allowance schemes. From April 2009 to September 2011, a total of 568 staff joined the Department by way of transfer or redeployment from other Government Departments.</p> <p>1.19 The Department was actively involved in the evaluation of tenders for the Civil Services HR Shared Services project. The evaluation process has been completed and the Department continues to contribute to the advancement of this project.</p>
Attendance Patterns 1.8 4.1 4.4	1.20 1.21	2011 and ongoing over the lifetime of the Agreement.	<p>Review, and revise as appropriate, arrangements governing shift working, overtime working, shorter working year and other atypical work patterns, to better meet the business needs of the organisation and to deliver public services outside standard office hours. Initially focus on :</p> <ul style="list-style-type: none"> Extension of opening hours at Local Offices. 	<p>1.20 The Shorter Working Year is being revised for the 2012 Scheme to better meet the business needs of the organisation.</p> <p>1.21 Local Offices' public opening hours have been extended over the past few years and now open from 9.30 am through lunch time till 4.00 pm, with a weekly one hour late opening to provide staff training. The situation will be kept under review.</p>
Attendance Patterns & Management 1.4 1.8 4.9	1.22	10% reduction in days lost by 2011.	Reduce absenteeism through more active management of absences	<p>1.22 Lost Time Rate Q2 2010=5.71% Lost Time Rate Q2 2011=5.63%</p> <p>Return to Work Meetings are taking place where a staff member returns from sick leave. Staff on sick leave are being automatically referred to the CMO after 4 weeks absence.</p> <p>In addition the HR Division is focusing on cases of longer term absence with a view to ensuring a return to work where possible or where appropriate to resolve the absence by invoking relevant HR processes. It is anticipated that consistent application of the measures will improve absenteeism levels.</p>

2. Better Business Processes: *Actions under this heading would include efficiency measures and improvements to the processes by which your Department/Body delivers its services to the public, including changes to the technology used, better data management, including around identity, and so on.*

Terms of the Public Service Agreement 2010 – 2014	DSP Action Reference	Timeframe	Action	Current Position
<p>Business Process 4.13</p>	<p>2.1</p> <p>2.2</p> <p>2.3</p> <p>2.4</p>		<p>DSP is engaged in a multiannual transformation programme of business change with the objective of developing a new vision and service model for the Department. The initial focus is on the provision of more effective services and joined-up approaches, leading to the full integration of employment, activation and other supports. The new service will be more customer-centric rather than scheme-based and will take account of policy and operational developments in the areas of customer profiling, case management, service delivery and income supports.</p> <p>The Department will embed a culture of continuous improvement across the organisation through the use of process improvement methodologies. This will include:</p> <ul style="list-style-type: none"> ○ Implement a new, lower-cost-strategy for making social welfare payments. ○ The provision of services online, reduced data entry, and reduced collection of duplicate data. ○ Automated provision of certain data collected for DSP purposes to other agencies to improve seamless service delivery. ○ Improving the quality of management information on costs, outputs and individual throughput to enhance performance management and cost minimisation. 	<p>2.1 The Payment Strategy Report is being revised in the context of other external developments. Due to go back to Management Board in October 2011.</p> <p>2.2 Online “sign-on” service for Jobseeker’s payments trial ongoing since September 2011.</p> <p>New online Redundancy and Insolvency Payments claim service implemented October 2011.</p> <p>2.3 New software developed to enable sharing of social welfare payment information with HSE for Medical Card applications.</p> <p>2.4 Ongoing</p>

	2.5		<ul style="list-style-type: none"> ○ Enhancing the roles of all grades by learning new skills, team-working etc. 	<p>2.5 DSP Training Unit:</p> <p>Improved focus on achieving business outcomes in relation to teambuilding/action learning and management development programmes. Two recent programmes have resulted in positive business outcomes for two areas (Illness Benefit and Maternity Benefit Sections).</p> <p>Joint initiatives between former CWS staff and Social Welfare Inspectors are being carried out at local level to assist with skills and knowledge transfers.</p>
<p>Business Process (cont.) 4.13</p>	2.6		<ul style="list-style-type: none"> ○ Implementing the most appropriate grade profile for the range of services provided. 	<p>2.6 DSP Training Unit are currently facilitating the development and early rollout of a new structured and consistent Basic Deciding Officers training course for staff in accordance with roles which were clarified in the report.</p> <p>Work continuing on the development of a new business model to underpin NEES and assess implications for existing and future staff/skills requirements.</p>
	2.7		<ul style="list-style-type: none"> ○ Where economically feasible and efficient, introduce, extend and further develop outsourcing and collaborative working with external agencies and providers in the provision of information and other services and implement appropriate sourcing arrangements. 	<p>2.7 Further use of CIB services (including MABS) under active consideration.</p> <p>- Payments Strategy – currently being finalised</p>
	2.8		<ul style="list-style-type: none"> ○ Reviewing accommodation arrangements with a view to minimising costs (e.g., by co-location in towns with more than one office following the transfer of services from FÁS and HSE, new accommodation approaches, etc.). 	<p>2.8 DSP working to progress co-location of CWS in 10 locations.</p> <p>Feasibility of co-location being considered in 9 further locations.</p> <p>Plans advanced for development of fully integrated offices in Castlebar.</p>
	2.9		<ul style="list-style-type: none"> ○ Increasing the use of video conferencing and other ICT to enhance productivity while reducing recourse to T&S. 	<p>2.9 Promotion of Video conferencing continuing.</p>

	<p>2.10 D. O'Connor</p> <p>2.11</p> <p>2.12</p>		<ul style="list-style-type: none"> ○ Improving document and record management arrangements in daily work, scanning, etc. ○ Participating fully in Civil Service Shared Service initiatives. ○ Reviewing relevant legislation. 	<p>2.10 Digitisation of staff salary instruction data commenced in Qtr 2 and will continue as part of an improved business process in Salaries area.</p> <p>Outsourced scanning will continue to be pursued where this is the most cost-efficient option.</p> <p>DSP Training Unit have been working in partnership with DRIM area in this rollout – will be completed Qtr 4 2011.</p> <p>2.11 Ongoing</p> <p>DSP was actively involved in the evaluation of tenders for the HRSSC project. The evaluation process has now been completed. (See 1.19)</p> <p>2.12 Relevant Orders/Instruments to facilitate transfer of CWS made by 1 October 2011 deadline. Work underway on instruments required to facilitate transfer of FÁS services by 1 January 2012.</p>
<p>Shared Service 1.11 4.13 4.15</p>	<p>2.13</p> <p>2.14</p>		<p>Avail of opportunities for the greater use of shared services across the public sector, including HRM, payroll and pension's administration, financial management and ICT, with a view to achieving savings and bringing about improvements in the delivery of services.</p> <p>Consider the provision of certain services (allied to core DSP services) on behalf of other agencies.</p>	<p>2.13 Responsibility for HRM/payroll for CWS assumed. Planning underway for employment/placement service of FÁS.</p> <p>2.14 Joint DSP – Revenue Technical Group examining common issues.</p> <p>Production of Public Service Card commenced on pilot basis.</p>
<p>Procurement 1.10 1.11 4.13 4.15</p>	<p>2.15</p>	<p>Over the lifetime of the Agreement.</p>	<p>The Department is committed to participating fully in the initiatives of the National Procurement Service to make more efficient use of resources and benefit from economies of scale.</p> <p>The Department currently makes significant purchases from frameworks tendered by the NPS for common goods and services and is working closely with the NPS in extending the range of such procurements, including the significant high value areas of office supplies and</p>	<p>2.15 The Department has committed to the use of new standard RFT and Contract templates for non-IT goods and services, devised at the instigation of the National Procurement Service (NPS) for use across the public service and intended to streamline the procurement process and make tendering easier for suppliers.</p> <p>Officials involved in procurement have attended further training and professional development events organised</p>

		<p>energy requirements. The Department has already participated in NPS initiatives aimed at improving procurement practice, including the development of common procurement templates and the development of procurement training, while ensuring compliance with EU requirements, application of best practice and achieving value for money. Department procurement policy also takes in to consideration whole of government policy issues, including facilitating SME access to procurements and the need to take environmental issues in to consideration, where relevant.</p>	<p>by the NPS.</p> <p>The Department has continued to review and adjust procurement policy and practice, including implementing government policy to advertise all tenders in excess of €25 k (ex. VAT) on e-tenders web site to increase competition and improve value for money.</p>
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	3.3		Participate fully in the procurement and implementation process for the National Postcode System.	<ul style="list-style-type: none"> Caseload management system experience will inform development of NEES case management system. <p>3.3 Continued consultation with DCENR on the requirements of the Postcode project.</p>
<p>New business process</p> <p>1.9 1.10 1.11 1.14 4.13 4.15</p>	3.4	Over the lifetime of the Agreement. Commenced.	<p>Modernise Live Register and related claim and payment processing, including:</p> <ul style="list-style-type: none"> Develop new processes and systems to support the integrated functions of the transformed organisation. 	<p>3.4 Initiatives implemented include the automatic issue of customer correspondence, the automation of procedures for educational workers during holiday periods and the introduction of automated procedures for claim registration and certification (signing on).</p> <p>A Working Group established to consider the interaction of Basic SWA and SW claim processing has reported. Its recommendations are currently being considered with a view to implementation.</p>
	3.5	Commenced.	<ul style="list-style-type: none"> Revised National Employment Action Plan arrangements, including closer co-operation and interaction between the staff of FÁS and DSP. 	<p>3.5 Group Engagement:</p> <ul style="list-style-type: none"> Evaluation of Group Engagement (GE) sessions completed: Approach is beneficial, 94% attendance rate at subsequent 1 to 1 FÁS interviews compared to around 66% otherwise. Interviews also more focused. At end Qtr 3, GE is live, or about to go-live, in 22 DSP/FÁS sites across the country. Plan to extend to all appropriate DSP/FÁS sites by end-year. <p>New IT system for the NEAP:</p> <ul style="list-style-type: none"> Rollout to Tullamore, Sligo & Kings Inn Local Offices due to commence in mid-November 2011. This stage of the project will focus on the potential for the functionality to increasing customer service, efficiency and effectiveness as well as improving the processes for staff and confirming the blueprint for full deployment. <p>Penalty rates of payment have been applied in some 140 cases to date.</p>

				<p>FAS look-up service for DSP staff:</p> <ul style="list-style-type: none"> • Evaluation of trial completed. Various improvements identified for future consideration.
3.6	2011.	○ Online claim initiation.		3.6 Trial in progress in one Local Office with a view to being extended to other offices.
3.7		○ Process revision and automation at expiry of entitlement to Jobseeker's Benefit, Education Sector claims, Casual Workers etc.		<p>3.7</p> <ul style="list-style-type: none"> • 55,000 casual customers now being processed weekly through improved ICT systems • Over 400,000 automated communications have issued to unemployed customers • Process revision of transfer from JB to JA for certain customers introduced in 62 offices • 26,688 customers have signed off online since phased introduction of service in October 2009.
3.8	2011	○ Certification of unemployment electronically, online and by phone.		3.8 Outstanding technical issues currently being finalised to enable trials of the new systems take place.
3.9	Review in 2011.	○ Extended opening hours at Local Offices.		3.9 See 1.21 above.
3.10	Over the lifetime of the Agreement.	<p>Modernise pensions, disability, child and other claim and payment processing, including:</p> <ul style="list-style-type: none"> ○ Review the range of different social welfare schemes for people of working age to streamline the delivery of income support and increase the rate of progression from welfare to work. 		3.10 Consultation seminar held on 11 July to provide interested parties with an opportunity to make a contribution to the framework of a single social assistance payment for people of working age (SWAAP).
3.11	Completed.	○ Implement online claim registration and develop self-service options.		3.11 Online claiming for Redundancy and Insolvency Payments introduced in October 2011.
3.12	2011.	<ul style="list-style-type: none"> ○ Implement the Medical Review Case Management Project, including: <ul style="list-style-type: none"> • IT desk assessments and • IT in-person assessments • Activation. 		3.12 Implementation and roll-out commenced and ongoing.
3.13		○ Implement the Partial Capacity Scheme.		3.13 Legislation enacted in December 2010. Preparatory steps, including development of IT platform to support the scheme, in hand with a view to introduction of the scheme in Qtr 4 2011.

	3.14		<ul style="list-style-type: none"> ○ Revise and re-design the Disablement Rating Scale. 	<p>3.14 Preliminary work has been completed on development of a revised disability rating, drawing on international norms and best practice and appropriate to the Irish context. Further development is underway and will be subject to external professional validation prior to implementation. As resources are currently being directed mainly to development of closed certification, (see 3.15 below) implementation is likely to be in 2012.</p>
<p>New business process (cont.) 1.9 1.10 1.11 1.14 4.13 4.15 4.16</p>	3.15		<ul style="list-style-type: none"> ○ Explore the feasibility of on-line Illness Benefit certification and closed certification by GPs. 	<p>3.15 Project Proposal, with additional information, has been re-submitted to the Department's Project Governance Committee for approval.</p>
	3.16		<ul style="list-style-type: none"> ○ Implement a customer contact centre. 	<p>3.16 Review of telephony strategy underway.</p>
	3.17		<ul style="list-style-type: none"> ○ Improve the effectiveness of in-work supports. 	<p>3.17 Discussions are underway with the Department of the Environment, Community and Local Government aimed at substantially increasing the number of long-term Rent Supplement recipients moving to the Rental Accommodation Scheme (RAS). In addition, work on the feasibility of an integrated child income support payment will address some issues around the Family Income Support scheme and therefore has potential to improve effectiveness of in-work supports.</p>
	3.18		<ul style="list-style-type: none"> ○ Reduce complexity for customers, administrators and information providers. 	<p>3.18 The Department's forms design standards continue to be applied to existing forms as well as to all new forms arising from the Transformation Programme.</p> <p>Reform of Social Welfare Code (SWAAP) – (IMF/EU/ECB Programme), will address some of the complexity issues.</p>
	3.19		<ul style="list-style-type: none"> ○ Complete the implementation plan for the reform of the legislative and administrative infrastructure for pensions as set out in the National Pensions Framework and implement elements as appropriate. 	<p>3.19 Work on the implementation of the National Pensions Framework is ongoing. The main developments are as follows:</p> <ul style="list-style-type: none"> • Legislation providing for the abolition of the State pension (transition) and increases to State pension age (according to the timeframe set out in the National Pensions Framework) was included in the Social Welfare and Pensions Act 2011 which was signed by the President in July.

				<ul style="list-style-type: none"> • Work on the development of a new model of defined benefit provision continued to be advanced. A consultation paper setting out a number of possible options for change was issued in May – submissions were received and consultation meetings were conducted in May/June 2011. • Following the procurement process, a panel of 21 pensions (and related) experts was established. Over the life time of the panel (3 years) it is intended that competitions will be run amongst relevant panel members when particular expertise is required. The first such competition (relation to a study on pension charges) has taken place and it is expected that the project will be initiated very shortly. <p>3.20 Work on the proposal for reform of child income supports contained in the Policy and VFM review (November 2010) has continued and the report will now be subject to internal review and quality control within DSP. The review has also been considered in outline by the advisory group on tax and social welfare established by Minister to advise on future policy direction in this area and on decisions affecting spending in 2012.</p> <p>3.21 Developments at central EU level have been delayed and the central system will not now be in place by May 2012. The possible extension of the date to May 2014 is due for discussion at the EU Administrative Commission on Social Affairs meeting in late October. Further progress in Ireland is dependent on the central EU hub becoming available.</p> <p>3.22 The new BOMi ICT based claim processing and payment systems for both schemes, featuring on-line claiming and electronic payments facilities, went live on 3rd October 2011.</p>
	3.20		<ul style="list-style-type: none"> ○ Develop new systems to support agreed recommendations for modernised Child Income Support. 	
	3.21		<ul style="list-style-type: none"> ○ Introduce electronic exchange of social security and related information with EU Member States. 	
	3.22	2011.	<ul style="list-style-type: none"> ○ Develop new claim processing and payment system for Redundancy & Insolvency schemes featuring on-line claiming and electronic payment facilities. 	
Identity Management and customer data 1.10 1.11	3.23	From 2011 and over the lifetime of the Agreement.	<p>Improve the collection and use of customer data across the public sector, through the following:</p> <ul style="list-style-type: none"> ○ Maintenance and development of civil registration functions. 	<p>3.23 Registration of Civil Partnerships is working well. As of 23 September 2011, 611 couples have given notice of intention to enter a civil partnership. Of these, 375 have registered a civil partnership.</p>

<p>1.14 4.13 4.15</p>	<p>3.24</p> <p>3.25</p> <p>3.26</p> <p>3.27</p> <p>3.28</p> <p>3.29</p> <p>3.30</p>		<ul style="list-style-type: none"> ○ Manage the allocation and use of the PPSN. ○ Produce and manage Standard Authentication Framework Environment (SAFE)-compliant Public Service Cards and promote their usage in other agencies. ○ Continue to develop an enhanced registration service to establish customer identity. ○ Provide identity management services to external agencies. ○ Develop an internal means system as a basis for the sharing of means information with other public bodies. ○ Develop and implement systems in support of secure data exchange with other agencies and EU Member States. ○ Review and enhance underlying security facilities and processes to ensure that data protection principles are further embedded in DSP systems. 	<p>To date, 740 DSP staff have been granted enquiry-only access to the civil registration computer system.</p> <p>3.24 Project to extend the stock of numbers available for allocation completed. A group has been established to review the legal basis and use of the PPSN.</p> <p>3.25 Phased introduction of the Public Services Card commenced October 3rd 2011.</p> <p>3.26 External discussions ongoing. SAFE 2 registration process being piloted in a number of offices in the Department, including Tullamore, Sligo and King's Inn in Dublin.</p> <p>3.27 Standard data matching services provided for external bodies.</p> <p>3.28 The internal Means Assessment Object has been developed and completed on schedule in Qtr 1 to facilitate the capture, calculation and issue of communications on all means tested schemes. An exploratory project to examine the options for sharing this information with external bodies is underway.</p> <p>3.29 (See also 3.21) In the meantime the Department is using paper versions of the Structured Electronic Documents (SEDs) to test the process involved and has consulted with the Office of the Data Protection Commissioner to ensure that the development is in line with acceptable data management and protection practices.</p> <p>3.30 Work is progressing on various projects earmarked for 2011. These will continue into 2012 in tandem with essential ICT initiatives and progress will be closely monitored by Business Information Security Unit (BISU).</p>
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