

Public Service Agreement 2010-2014 (Croke Park Agreement)

Integrated Action Plan for the Department of Social Protection and its agencies (Citizens Information Board, Pensions Board)

1. Better human resource management <i>To include, for example, actions around the reduction of staff numbers; the redeployment of staff to areas of greatest need; the restructuring/reconfiguration of service delivery; changes to work practices; revisions in attendance arrangements; absence management; performance management etc.</i>				
Terms of the Public Service Agreement 2010 – 2014 (ref to relevant paragraph)	DSP Action Reference	Action	Timeframe	Benefits Arising 2010 - 2014
Resources 1.1 1.3 1.4 1.5 1.6 4.1 4.3 4.4	1.1	<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>For the lifetime of the Agreement</p> <p>ECF 2011: 6,166 ECF 2012: 5,990 ECF 2013: 5,841 ECF 2014: 5,632 ECF 2015: 5,550</p> <p>NOTE: The above ECF figures will need to be further adjusted to take account of the 691.7 additional posts involved in the transfer of functions from FÁS.</p>	Financial savings increasing incrementally over the lifetime of the Agreement.
Redeployment 1.6 1.7 1.8 1.10 4.3 4.4 6.3	1.2	<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</p>		Provision of a more integrated and responsive service to customers, eliminating duplication of effort and associated costs. When this process is completed, people who require income maintenance, assistance with job search, access to work programmes

	<p>1.3</p> <p>1.4</p> <p>1.5</p> <p>1.6</p>	<p>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>Complete review of Agencies - Pensions Board and Pensions Ombudsman.</p> <p>Divert staff from elsewhere in public service to clear the social welfare appeals backlog, and introduce a consolidated appeals process.</p> <p>There will be a flexible approach by staff to redeployment so as to best meet the changing needs of the CIB organisation. This will include redeployment to cover posts deemed critical by CIB management.</p> <p>Following complete CIB organisation re-structure, draft internal staff rotation/mobility policy to be developed.</p>	<p>Qtr 2 2012.</p> <p>Ongoing.</p> <p>Qtr 4 2012.</p>	<p>or related services will have their associated needs dealt with in an integrated fashion at a single location. The overall objective is to reduce their risk of poverty by such an integrated approach.</p> <p>Greater flexibility.</p>
<p>H.R. and Performance Management 1.13 4.12</p>	<p>1.7</p> <p>1.8</p> <p>1.9</p> <p>1.10</p>	<p>Continue to implement Human Resource Strategies to:</p> <ul style="list-style-type: none"> ○ Implement an effective manpower planning policy and allocate the deployment of staff to ensure that the needs of the DSP and its customers are met. ○ Promote a culture of pride, innovation and performance. ○ Build capacity, competence, knowledge and leadership of our staff. ○ Enhance the partnership process to encourage staff to take an active role in decisions which affect them and customers. 	<p>2011 and ongoing over the lifetime of the Agreement.</p>	<p>Increased focus on performance. Improved use of resources and productivity and reduced transaction costs.</p> <p>Increased staff satisfaction with their work, especially in the area of customer service.</p>

	<p>1.11</p> <p>1.12</p> <p>1.13</p> <p>1.14</p> <p>1.15</p> <p>1.16</p>	<p>Performance Management arrangements will be strengthened, including:</p> <ul style="list-style-type: none"> ○ Improved measures to tackling underperformance through the implementation of the revised PMDS process. ○ More extensive use of individual quantitative and qualitative performance targets. ○ Identification and promotion of best management practice within the Department (business plan development and monitoring, unit meetings, delegation, coaching, etc.). ○ Increase awareness of issues identified in the survey carried out as part of the review at end of 2009 among Departments. ○ All promotion to be through merit-based, competitive procedures, using the most appropriate screening and selection processes for the posts to be filled. ○ 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. 	<p>Qtr 4 2012.</p>	
<p>Recruitment</p> <p>1.7</p> <p>1.13</p> <p>4.3</p> <p>4.11</p> <p>6.3.1 (i)</p> <p>6.3.3</p>	<p>1.17</p> <p>1.18</p>	<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>2011 and ongoing over the lifetime of the Agreement.</p>	<p>More targeted recruitment with greater matching of skills and need. Reduced reliance on ICT service providers.</p>

<p>Attendance Patterns 1.4 1.8 4.1 4.4 4.10</p>	<p>1.19</p> <p>1.20</p>	<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>2011 and ongoing over the lifetime of the Agreement.</p> <p>Review 2011.</p>	<p>More flexibility around hours of attendance to bring them into line with business needs. Better match of human resources to business needs. Reduction in expenditure on overtime.</p>
<p>Attendance Patterns & Management 1.4 1.8 4.9</p>	<p>1.21</p> <p>1.22</p>	<p>Reduce absenteeism through more active management of absences.</p> <ul style="list-style-type: none"> ○ Implement policies re under-performance. ○ Revise sick leave arrangements. 	<p>10% reduction in days lost by 2014.</p> <p>Qtr 2 2012.</p> <p>Qtr 3 2012.</p>	<p>More effective management of sick leave provision will result in greater productivity.</p>

2. Better Business Processes

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

Terms of the Public Service Agreement 2010 – 2014	DSP Action Reference	Action	Timeframe	Benefits Arising 2010 - 2014
<p>Business Process 4.13</p>	<p>2.1</p> <p>2.2</p> <p>2.3</p> <p>2.4</p> <p>2.5</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. ○ Enhancing the roles of all grades by learning new skills, team-working, etc. 	<p>Business Process Re-engineering will form an ongoing part of service delivery.</p> <p>Qtr 4 2013.</p>	<p>Greater effectiveness and efficiency in the delivery of services to customers and reduced transaction costs.</p>

Business Process (cont.) 4.13	2.6	<ul style="list-style-type: none"> ○ Implementing the most appropriate grade profile for the range of services provided. 		
	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. 		
	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.). 	To end 2014.	
	2.9	<ul style="list-style-type: none"> ○ Merging of premises between CIB and service delivery partners wherever possible taking account of lease requirements and budget availability to achieve a reduction in number of premises and the need to provide support for same thereby also reducing administrative and other overheads. 	To end 2014.	Cost reduction and efficiencies.
	2.10	<ul style="list-style-type: none"> ○ Review D/PER Property Management Plan 	Qtr 4 2012.	
	2.11	<ul style="list-style-type: none"> ○ Increasing the use of video conferencing and other ICT to enhance productivity while reducing recourse to T&S. 		
	2.12	<ul style="list-style-type: none"> ○ Improving document and record management arrangements in daily work, scanning, etc. 		
	2.13	<ul style="list-style-type: none"> ○ Desktop Modernisation Roll-out. 	Qtr 3 2012.	
	2.14	<ul style="list-style-type: none"> ○ CIB data strategy implemented across delivery partners. New CIB information system in place 	Qtr 4 2013.	
	2.15	<ul style="list-style-type: none"> ○ Participating fully in Civil Service Shared Service initiatives. 	Ongoing.	
	2.16	<ul style="list-style-type: none"> ○ Reviewing relevant legislation. 		
	2.17	<p>Developing cross organisational 'project management' approach allowing for the rapid development of project initiatives and the development of key skills across the CIB organisation.</p>	Ongoing.	Improved responsiveness and productivity.

	<p>2.18</p>	<p>Implement the Pensions Board's revised strategy and prosecution guidelines in respect of employers who fail to discharge their obligations under the Construction Workers Pension Scheme (CWPS).</p>	<p>Ongoing.</p>	<p>It is hoped that this change by the Board shall lead to a greater number of prosecutions being pursued by the Board. Where criminal convictions are recorded, it is hoped that this shall induce other defaulting employers to discharge outstanding pension arrears.</p>
	<p>2.19</p>	<p>The Pensions Board will continue carrying out on-site inspections of Registered Administrators (RAs) in order to assess their competence and capacity to discharge their RA core administration functions and their levels of compliance with the Pensions Act.</p>	<p>Ongoing.</p>	<p>The Board is committed to assessing levels of compliance based on its hierarchy of risk priorities through a process of direct engagement with regulated entities and administration providers. The selection of RAs for inspection is done on both a risk-based approach and random selection, thereby ensuring that the broad spectrum of RAs is covered by both risk-profiling and type/business size.</p>
	<p>2.20</p>	<p>The Pension Board will continue to implement the training programme for the Regulation Team to ensure its capacity to verify the competence of and capacity of RAs to maintain sufficient records to undertake specified core administration functions as certified in their application to the Board for RA registration.</p>	<p>Ongoing.</p>	<p>The delivery of RA on-site inspection training to the Regulation Team further enables the Team to achieve the Board's required regulatory objectives.</p>
	<p>2. 21</p>	<p>Pensions Board approach to Regulation: the Board continues to develop a pro-active approach to regulation which utilises a risk-based model based on a hierarchy of risk priorities. Regulatory activity is directed to most suitable areas to ensure that regulatory practices are efficient.</p>	<p>For the lifetime of the Agreement.</p>	<p>The application of scarce supervisory resources in a targeted way, based on an assessment of risk, will yield better value for supervisory spend as well as providing a greater chance of giving attention to the right schemes/regulated entities where Pensions Board intervention is warranted.</p>

<p>Shared Service 1.11 4.13 4.15</p>	<p>2.22</p> <p>2.23</p> <p>2.24</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>Develop plan for Means Data Sharing with other agencies.</p>	<p>As services become available.</p> <p>Qtr 1 2012.</p>	<p>More efficient services, reduced staff requirement and lower costs.</p>
<p>Procurement 1.10 1.11 4.13 4.15</p>	<p>2.25</p> <p>2.26</p> <p>2.27</p> <p>2.28</p> <p>2.29</p> <p>2.30</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. 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 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. The 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>Mandatory Use of Central Frameworks.</p> <p>Review NPS Procurement Reform Plan.</p> <p>Review NPS Logistics and Inventory Management Strategy.</p> <p>Annual Report to NPPU.</p> <p>Centralised voice framework for both call and telephone line costs on behalf of CIB and Delivery Partners.</p>	<p>Over the lifetime of the Agreement.</p> <p>Qtr 1 2012.</p> <p>Qtr 3 2012.</p> <p>Qtr 1 2013.</p> <p>Qtr 2 2013.</p> <p>Qtr 2 2012.</p>	<p>More efficient use of resources; greater economies of scale.</p> <p>Considerable benefits to CIB, CIS and MABS services and will provide a platform on which to build Single Point of Telephone Contact services.</p>

	<p>2.31</p> <p>2.32</p> <p>2.33</p>	<p>Single Point of Initial Telephone Contact (SPOTC). This project aims to create a single point of telephone contact for the citizen for Citizens Information Board and its Delivery Partners (citizens information services, citizens information phone service, MABS, Traveller MABS, MABS ndl ltd, national advocacy services).</p> <p>A single insurance broker service will be sought to meet the needs of all service delivery partners and CIB. CIB will seek to maximise the savings for the exchequer through the use of the services of the State Claims Agency.</p> <p>Explore the availability of the Chief State Solicitors Office to provide advice on legal matters.</p>	<p>Phase 1 Qtr 4 2012. Phase 2 Qtr 1 2013. Phase 3 Qtr 4 2013.</p> <p>Qtr 1 2012.</p> <p>Qtr 2 2012.</p>	<p>Cost and productivity.</p> <p>Potential savings of €20,000 p.a. if feasible.</p>
<p>Greater Efficiencies 4.13 4.16</p>	<p>2.34</p> <p>2.35</p> <p>2.36</p> <p>2.37</p> <p>2.38</p> <p>2.39</p> <p>2.40</p> <p>2.41</p> <p>2.42</p>	<p>Public Expenditure Reform Plans:</p> <ul style="list-style-type: none"> ○ Implement Budget 2012 changes. ○ Publish Balance Sheets. ○ Purchase Orders > €20k published online. ○ Performance Budgeting. ○ Accrual Accounting commences. ○ Basic Payment account launched. <p>Revised and renewed approach to the challenges posed by Social Welfare fraud as set out in the DSP Fraud Initiative 2011-2013.</p> <ul style="list-style-type: none"> ○ Maintenance Recovery Unit Liable relative recording system. ○ Control Savings Target €625m. ○ Commencement of earnings automation process. 	<p>SW Act 2012 - April 2012.</p> <p>March 2012.</p> <p>October 2012.</p> <p>Qtr 4 2012.</p> <p>Jan 2013.</p> <p>Jan 2013.</p> <p>Qtr 2 2012.</p> <p>Qtr 4 2012.</p> <p>Qtr 1 2013.</p>	<p>To ensure a more comprehensive response and enhanced level of enforcement where fraud and abuse is prevalent and to prevent social welfare fraud entering the system.</p>

	<p>2.43</p> <p>2.44</p> <p>2.45</p> <p>2.46</p> <p>2.47</p> <p>2.48</p> <p>2.49</p> <p>2.50</p> <p>2.51</p> <p>2.52</p>	<ul style="list-style-type: none"> ○ Convert the Money Advice and Budgeting Service into a strengthened Personal Debt Management Agency with strong legal powers. ○ Make greater use of Mortgage Interest Supplement to support families who cannot meet their mortgage payments. ○ Maintain Social Welfare rates. ○ Examine and report on how to improve interaction between tax, social welfare and other supports. ○ We will examine the social protection system with a view to identifying and eliminating poverty traps including amending the 30 hour rule for Rent Supplement and Mortgage Interest Supplement for people moving from welfare to work.. ○ Progressively reduce reliance on Rent Supplement, with eligible recipients moving to the Rental Accommodation Scheme. ○ Review the operation of the Rent Supplement Scheme and introduce a code of conduct for rent supplement eligibility similar to that which operates for local authority tenants. ○ Pay rent supplement to tax-compliant landlords registered with the Private Residential Tenancies Board (PRTB) and offering decent quality accommodation, to root out fraud. ○ Put the household benefits packages out to tender, so that the Exchequer benefits from reduced prices. ○ Raise the issue of payment of Child Benefit in respect of non-resident children at EU level, and seek to have the entitlement modified to reflect the cost of living where a child is resident. Examine all possible flexibility within European legislation to reduce the cost of this payment. 		
--	---	--	--	--

	<p>2.53</p>	<p>There will be a review of the number of CIB delivery partner companies with a view to consolidation to achieve efficiencies.</p>	<p>1st phase of consolidations 1/1/2013. 2nd phase of consolidations 1/1/2014.</p>	<p>Reduction in overheads, administrative burden and duplication of supports.</p>
	<p>2.54</p>	<p>Pooling of training resources of CIB and MABS NDL to deliver to delivery partners.</p>	<p>Qtr 4 2014.</p>	<p>Cost reduction and productivity increase.</p>

3. Delivering for the Citizen

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

Terms of the Public Service Agreement 2010 – 2014	DSP Action Reference	Action	Timeframe	Benefits Arising 2010 – 2014
New technology 4.13	3.1	DSP is heavily reliant on the use of ICT infrastructure, applications and services. It will continue to develop and implement its ICT Strategy, increasing its internal capacity for the delivery of ICT services and participating in shared services as appropriate in order to ensure the continued provision of ICT infrastructure, applications and services to customers and other stakeholders and to support the implementation of the Business Transformation Programme. New technologies will be deployed as appropriate.	Over the lifetime of the Agreement.	Maintaining or improving service to the public and reducing costs.
	3.2	Develop and implement a new customer profile and case management system.	Pilot Referrals based on profiling Qtr 1 2012. Group engagement Qtr 1 2012. Deployment of new case management process Qtr 4 2012.	
	3.3	Participate fully in the procurement and implementation process for the National Postcode System.		
	3.4	The Pensions Board will continue to maintain and develop its on-line data portal for pension schemes.	Ongoing.	The on-line system will result in significant administrative and hosting cost and will result in a more effective management of staff resources and increased productivity.
	3.5	Extend the Department's integrated business applications (BOMi) to support new self-employment eligibility services.	Qtr 2 2012.	

<p>New business process</p> <p>1.9</p> <p>1.10</p> <p>1.11</p> <p>1.14</p> <p>4.13</p> <p>4.15</p>		<p>Modernise Live Register and related claim and payment processing, including:</p> <ul style="list-style-type: none"> ○ Local Office Process Modernisation to modernise DSP Regional structures. ○ Expand eligibility for the back to education allowance. ○ Develop a new graduate and apprentice internship scheme, work placement programmes and further education opportunities for our young unemployed providing an additional 60,000 places across a range of schemes and initiatives. ○ Introduce a new National Employment and Entitlements Service. ○ Activating people on a reduced week who refuse extra day(s) employment. ○ Replace One Parent Family Payment with a parental allowance that does not discourage marriage, cohabitation or work. ○ Develop new processes and systems to support the integrated functions of the transformed organisation. ○ Revised National Employment Action Plan arrangements, including closer co-operation and interaction between the staff of FÁS and DSP. ○ Online claim initiation. ○ Process revision and automation at expiry of entitlement to Jobseeker's Benefit, Education Sector claims, Casual Workers etc. ○ Certification of unemployment electronically, online and by phone. ○ Extended opening hours at Local Offices. 	<p>Over the lifetime of the Agreement.</p> <p>To end 2014.</p> <p>Commenced.</p> <p>Commenced.</p> <p>2011.</p> <p>2011.</p> <p>Qtr 4 2011.</p> <p>Over the lifetime of the Agreement.</p>	<p>Enhance the effectiveness of the NEAP, improved efficiency and economy. Improved customer service - faster decisions and increased opening hours. Reduced transaction costs. Minimise the number of claims referred to inspectors and release staff to focus on control.</p> <p>Contribute to the maintenance of employment and the achievement of better outcomes for people of working age. Streamline the cost of claim taking, decision making and review processes. Improve the management and control of disability payments by providing better management information. Improve the security and viability of the pension system. Streamline service provision to EU customers.</p>
---	--	---	--	---

		Modernise pensions, disability, child and other claim and payment processing, including:		
	3.18	<ul style="list-style-type: none"> ○ Achieve the targets in the National Action Plan for Social Inclusion to reduce the number of people experiencing poverty. 		
	3.19	<ul style="list-style-type: none"> ○ Implement online claim registration and develop self-service options. 	Ongoing.	
	3.20	<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. 		
	3.21	<ul style="list-style-type: none"> ○ Implement the Partial Capacity Scheme. 	Qtr 1 2012.	
	3.22	<ul style="list-style-type: none"> ○ Revise and re-design the Disablement Rating Scale. 		
	3.23	<ul style="list-style-type: none"> ○ Implement the recommendations of the VFM Review of the Disability Allowance Scheme. 	Ongoing.	
	3.24	<ul style="list-style-type: none"> ○ Explore the feasibility of on-line Illness Benefit certification and closed certification by GPs. 		
	3.25	<ul style="list-style-type: none"> ○ Implement a customer contact centre. 		
	3.26	<ul style="list-style-type: none"> ○ Improve the effectiveness of in-work supports. 		
	3.27	<ul style="list-style-type: none"> ○ Maintain the standard 10.75% rate of employers PRSI. 	Ongoing.	
	3.28	<ul style="list-style-type: none"> ○ Reduce complexity for customers, administrators and information providers. 		
	3.29	<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. 		
	3.30	<ul style="list-style-type: none"> ○ Develop new systems to support agreed recommendations for modernised Child Income Support. 	Ongoing.	

	<p>3.31</p>	<ul style="list-style-type: none"> ○ Extend the integrated business application (BOMi) to include Carer's Allowance. 	<p>Qtr 2 2012.</p>	<p>To maximize productivity gains and to allow for streamlining procedures processes and systems to allow for shared services and e-government developments and thereby improve on delivering for the Citizen.</p> <p>Streamline claim processing.</p> <p>Ensure a more equitable and sustainable future pension provision.</p>
	<p>3.32</p>	<ul style="list-style-type: none"> ○ Extend the integrated business application (BOMi) to include Disability Allowance. 	<p>Qtr 3 2012.</p>	
	<p>3.33</p>	<ul style="list-style-type: none"> ○ Introduce electronic exchange of social security and related information with EU Member States. 	<p>Qtr 2 2014.</p>	
	<p>3.34</p>	<p>CIB will redesign its work processes in line with the revised service delivery model developed in the organisation review to meet the strategic priorities of CIB's strategic plan.</p>	<p>Qtr 4 2012.</p>	
	<p>3.35</p>	<p>Create a single working age social assistance payment that will cover all people of working age including those who would currently be classified as unemployment, sick, disabled or parenting alone.</p>	<p>EU/IMF progress report by Qtr 4 2011. Implementation Plan by end of Qtr 1 2012.</p>	
	<p>3.36</p>	<p>Implement budget changes to the jobseekers schemes –</p> <ul style="list-style-type: none"> ○ Calculate JB on basis of a 5 day week. 	<p>Qtr 3 2012.</p>	
	<p>3.37</p>	<ul style="list-style-type: none"> ○ Include Sunday working in calculation for JA & JB. 	<p>Qtr 1 2013.</p>	
	<p>3.38</p>	<p>Implement the range of reforms set out in the national pensions framework to achieve policy aims and extend the Dept's integrated business applications to include State Pension (Non-Con).</p> <ul style="list-style-type: none"> ○ Homemakers credits will replace disregard for new pensioners. ○ State Pensions – numbers of cons for entitlement to 520. ○ State Pension Tracing Service. ○ Review Pensions Insolvency Scheme. ○ Widow's & Surviving Civil Partner Pension – number of cons for entitlement to 260. ○ Abolish State Pension Transition Scheme and increase Pension Age to 66. ○ Auto enrolment for private pension. 	<p>Qtr 1 2012.</p> <p>Qtr 2 2012.</p> <p>Qtr 4 2012.</p> <p>Qtr 2 2013.</p> <p>Qtr 4 2013.</p> <p>Qtr 2 2014.</p> <p>Qtr 3 2014.</p>	

	3.39	Reform the pension system to progressively achieve universal coverage, with particular focus on lower-paid workers, to achieve better risk sharing, and to provide for greater flexibility for those who wish to retire on a phased basis.		
	3.40	Ensure that trans-gender people will have legal recognition and extend the protections of the equality legislation to them.		
Provision of information to the public. 4.1 4.4 4.13		Development and deployment of online information services to facilitate more efficient and cost effective access for all stakeholders.		Reduced transaction costs for public bodies and improved customer service.
	3.41	Re-design of www.welfare.ie .	Qtr 4 2012.	
	3.42	Re-design GRO website.	Qtr 2 2012.	
	3.43	A number of additional initiatives will be launched in the on-going development of the Citizens Information Websites. both corporate and citizen focused. These include: <ul style="list-style-type: none"> ○ mobile interface for centres.citizensinformation.ie ○ subscription module to citizensinformation.ie ○ publish ebooks on citizensinformationboard.ie 	Qtr 1 2012. Qtr 2 2012. Qtr 3 2012.	
	3.44	The Pensions Board website www.pensionsboard.ie will be constantly promoted as the optimum point of contact for the Board for on-line services and as a central educational and information resource.	Ongoing.	Drives more enquiries and information requests online. This frees up staff to deal with other priority regulatory activities.
	3.45	All Pensions Board reports, policy documents, information booklets and industry news only published on-line.	Ongoing.	Reduction of printing and distribution costs.
	3.46	Free online trustee training e-learning system to support the mandatory requirement for pension scheme trustees to receive trustee training. The Pensions Board operates a self-certification process for the trustee trainers availing of this facility.	Ongoing.	Provides a very significant compliance tool and reduces staff administration time substantially.
	3.47	CIB Information Data Strategy - Developing a plan for leveraging of data which will maximize knowledge and information management across CIB and delivery partner systems. This includes using www.gov.ie to deliver integrated	Qtr 4 2012.	To achieve cost savings and an integrated approach. To share resources through shared services within and

		information on public and social services for re-use/syndication by other public bodies.		across sectors.
	3.48	Strengthen CIB's focus on online service delivery in relation to citizens information and money advice through the enhanced use of targeted cost effective online services and microsites thereby maximising the numbers of customers reached and serviced with targeted information.	Ongoing.	Targeted focusing of materials with reduced storage and distribution costs.
Identity Management and customer data 1.10 1.11 1.14 4.13 4.15	3.49	<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. 	From 2011 and over the lifetime of the Agreement. Prototype end Qtr 1 2012. Deploy Qtr 4 2012.	Improvement of the quality of identity data across the public service. Better use of information to support delivery of services and decision-making. Reduced transaction costs for public bodies and improved customer service.
	3.50	<ul style="list-style-type: none"> ○ Manage the allocation and use of the PPSN. 		
	3.51	<ul style="list-style-type: none"> ○ Produce and manage Standard Authentication Framework Environment (SAFE)-compliant Public Service Cards and promote their usage in other agencies. 		
	3.52	<ul style="list-style-type: none"> ○ Continue to develop an enhanced registration service to establish customer identity. 		
	3.53	<ul style="list-style-type: none"> ○ Provide identity management services to external agencies. 		
	3.54	<ul style="list-style-type: none"> ○ Develop an internal means system as a basis for the sharing of means information with other public bodies. 		
	3.55	<ul style="list-style-type: none"> ○ Develop and implement systems in support of secure data exchange with other agencies and EU Member States. 		
3.56	<ul style="list-style-type: none"> ○ Review and enhance underlying security facilities and processes to ensure that data protection principles are further embedded in DSP systems. 			