

Public Service Agreement 2010-2014 (Croke Park Agreement)

Integrated Progress Report for Departments and their Agencies

Guidance Notes for Reporting Template for Year Two

Reporting Period

1. The reporting period is the 12 months from end Q1 2011 to end Q1 2012. Please include text to describe ALL progress made during the 12 month period (i.e. including progress made on completed items under the last version of Action Plans.)

Completing the Report

2. Integrated Progress Reports should encompass the progress made by the Department as well as the key progress made by each of those agencies under its remit. Each Department should seek a progress report from each of their agencies and incorporate into this global integrated return. Progress reports from individual agencies should not be submitted to the Implementation Body.
3. A summary list of bullets highlighting the main developments over the 12 month period should be included at the head of the document.
4. Include text to describe the progress made on each action specified in the Action Plan for the Department and its agencies under the '**Current Position**' column on the far right.
5. The text in each row or Action should be coloured as follows:
 - In **GREEN** if the Action has already been achieved, is underway and currently on time for delivery in accordance with the Plan;
 - In **ORANGE** if the delivery of the Action is substantially underway but is not likely to meet its specific target date;
 - In **RED** if there has been no tangible progress on the Action to date.
6. A statement of reasons for delay should be given in respect of any action highlighted in **ORANGE** or **RED** in the final column.
7. Any actions for which a timeframe for delivery under the Action Plan was given as either 'ongoing' or over the period of the Agreement, or equivalent, should only be marked in green if some progress has been made on the Action in the reporting period. Details of that progress should be provided in the '**Current Position**' column.
8. Where figures/estimates of savings being achieved are available, these should be noted also in the '**Current Position**' column.

Submitting the Report

9. Reports should be emailed to Alan Plummer (alan.plummer@per.gov.ie) and Bridie Cuddy-Smyth (bridie.cuddy-smyth@per.gov.ie), Implementation Body Secretariat by close of business on 2nd May 2012. Telephone contact number is (01) 6045340.

Integrated Progress Report on Action Plan for Agency [INSERT AS APPROPRIATE]

TO BE RETURNED NO LATER THAN 2nd May 2012

1. Summary of Main Progress Achieved in the 12 Month Period 1 April 2011 to 31 March 2012

- Risk Management Framework & Policy independently reviewed, and approved by Board.
- Policies and Procedures Manual independently assessed and approved by Board.
- HFA loans database/website redeveloped for local authority statement forecast reporting module, LA EU/IMF reporting module, a search facility on the database users listing and other improvements. The Agency's loans system was also modified to incorporate loans to Voluntary Housing Bodies.
- PMDS introduced in the Agency in line with the wider Public Service.
- The Agency held a series of regional road shows for its customers – the local authorities – in Q3 & Q4 2011.

Public Service Agreement 2010-2014 (Croke Park Agreement) Integrated Progress Report

2. Detailed Progress Update for the 12-months – 1 April 2011 to 31 March 2012

1. Better human resource management: *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.*

Terms of the Public Service Agreement 2010 – 2014	Action	Target Date as per Current Action Plan	Current Position
<p>4.3 Redeployment programme: any staff surplus to current and anticipated business needs will be made available for redeployment, including under the agency rationalisation programme</p>	<p>The Agency will make any surplus staff in the Plan period available for redeployment, using PAS. The Agency’s current WTE complement is 11. However, no surplus staff is expected to arise. In 2010, the Agency received sanction to fill 1 full-time and two part-time posts, and these have now been filled.</p> <p>The Agency, while small in staff terms, is a large financial organisation, with a total loan book and matching borrowings of over €4.5 billion currently. We manage some seven thousand loans to local authorities. Our counterparties on the borrowing side include supranational banks (European Investment Bank and Council of Europe Development Bank), the National Treasury Management Agency and other domestic and foreign banks. It is essential for proper corporate governance and in conformity with our auditors’ requirements that we have sufficient staff at the appropriate levels to ensure (a) that the business of the Agency can be operated efficiently; and (b) that an appropriate segregation</p>	<p>Not applicable</p>	<p>Not applicable</p>

Terms of the Public Service Agreement 2010 – 2014	Action	Target Date as per Current Action Plan	Current Position
	of duties can be maintained, given the very large sums of money that we move each working day – an average of €200 million. In addition, we have commenced lending directly to voluntary housing bodies, which requires considerable resources necessary to deal with these private sector bodies.		
4.3 Greater Staff flexibility within the Agency	Staff will be redeployed, as needed, from non-priority areas within the Agency to sections requiring additional resources.	Ongoing throughout the agreement	Staff resources have been reallocated as needed, e.g. staff in loans section operating as backup Treasury dealers when required; and staff allocated to work relating to Direct Lending to Approved Housing Bodies.
4.7 Work-life balance initiatives	The Agency is committed to providing a range of appropriate flexible working arrangements to help staff combine employment with other responsibilities and achieve a greater work life balance. This has worked successfully for a number of years, and will be continued, insofar as it is compatible with meeting our strategic and business objectives.	Ongoing throughout the agreement	Two new full-time roles converted into job-share in 2010/11; two staff members allowed partake of ‘shorter working year’ scheme; two staff renewed E-working arrangements.
4.10 Managing sick leave	The Agency will implement the new sick leave circular, with necessary guidance or training provided to those in the Agency who manage staff. The Agency incurred 1 uncertified sick day, on average, per member of staff in 2011.	Ongoing throughout the agreement	All staff are aware of the relevant circular and the monitoring arrangements. The Agency incurred 1 uncertified sick day, on average, per member of staff in 2011.
4.11 Merit based competitive promotions and open recruitment: Competitive merit-based recruitment and promotion processes are the norm in the Agency to attract and retain staff	For all positions, the Agency has always recruited by open competition, and this will continue to be the case.	Ongoing throughout the agreement	No staff recruited in 2011

Terms of the Public Service Agreement 2010 – 2014	Action	Target Date as per Current Action Plan	Current Position
with appropriate skills. Any necessary changes to the HR Strategy to recruit from outside the public service in the event of a need to acquire scarce or needed skills in the Agency will be made.			
4.12 Performance and Skills: Active engagement in the PMDS Review process and implementation of recommendations once finalised.	The Agency will implement the PMDS review process, as is prevalent in the wider Public Service, to all staff in 2011.	Q2 2011	<p>Q3 2011 – PMDS was introduced within the Agency in Q3. (A delay occurred on the introduction of PMDS due to staff leave during the Summer months of 2011.)</p> <p>Q1 2012 – PMDS training has been undertaken by staff of Agency in Q1.</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	Action	Target Date as per Current Action Plan	Current Position
<p>4.13 Business processes and service delivery will be improved by a move to service provision online as a norm: the elimination of data entry, the reuse of information already provided, the centralisation of transaction handling, the use of electronic funds transfers.</p>	<p>This is already the norm for the Agency. The Agency designed and implemented its online Loan Application & Billing System a number of years ago, to great success. This facility, which allows local authority and Departmental personnel to login online and apply for/approve loan applications, as well as access loan summary information, was revamped and enhanced in 2010. Nearly 99% of all payments made by the Agency are made by EFT. It is envisaged that this process will be extended to include the direct lending to voluntary housing bodies that will commence in 2011.</p>	<p>Ongoing throughout the agreement</p>	<p>Ongoing throughout the agreement – the Agency implemented improvements to its loans system in Q2 & Q3, e.g. local authority statement forecast reporting module, LA EU/IMF reporting module, a search facility on the database users listing and other improvements. The Agency’s loans system was also modified to incorporate loans to Voluntary Housing Bodies.</p> <p>Q2 2012 - The Agency, in consultation with the Irish Council for Social Housing, plans to develop an information section on its website for Approved Housing Bodies, detailing direct lending procedures. This will be rolled out by Q2 2012.</p>
<p>4.14 Better arrangements for the management of risk</p>	<p>The Agency’s Risk Management Policy, adopted by the Agency in 2009, is assessed, and modified as required, at each Audit Committee and Board meeting. At its December 2010 meeting, the Board approved the decision to tender for an independent assessment of the completeness and effectiveness of the Agency’s ‘Risk Management Policy’ document. This is scheduled for implementation in early 2011.</p> <p>The Agency’s risk profile, especially in its financial business, is assessed annually by the Agency’s auditors, KPMG, and the Board, in the context of the annual audit. Comprehensive details are published in the Agency’s Annual Report, which is published by the end of April in respect of the previous year. This will be continued and expanded, as appropriate.</p>	<p>Q1 2011</p>	<p>Q2 & Q3 2011 – Tender was issued in Q1 and successful tenderers appointed. Review was undertaken and completed by independent consultants in Q2 & Q3.</p> <p>Q4 2011 – This was brought before the Board in December 2011 and given final approval in Q4, as planned.</p>

Terms of the Public Service Agreement 2010 - 2014	Action	Target Date as per Current Action Plan	Current Position
4.14 Better arrangements for the management of risk	The Agency recently tendered for an independent review of its Policies and Procedures Manual, which is scheduled to be undertaken in early 2011.	Q2 2011	<p>Q2 2011 – Independent review by consultants completed. Agency reported to Audit Committee of the Board on P&P manual review in June 2011.</p> <p>Q4 2011 – This was brought before the Board in December 2011 and given final approval in Q4.</p>
4.15 Greater sharing of resources	The Agency has for a number of years enabled Local Authority and Departmental personnel user-restricted access to its online Loan Application & Billing System. This allows, for example, Departmental personnel easy and timely access to collated loan data in graphical and numerical formats.	Ongoing throughout the agreement	<p>In Q2 2011, the Agency undertook further IT development of its website, to allow greater functionality to the EU/IMF reporting requirement, which has been met with a positive response from the local authorities.</p>
4.16 Greater efficiency will be achieved by the use of EFT payments. Outdated and inappropriate practices and arrangements will be eliminated.	The Agency already makes 99% of its payments by EFT. At this stage, the remaining non-EFT payments are made, at our suppliers' requests or for certain cross-border transactions. Commensurate with our suppliers' positions, we will endeavour to reach the maximum possible over the term of the Agreement.	Ongoing throughout the agreement	<p>Ongoing throughout the agreement</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	Action	Target Date as per Current Action Plan	Current Position
<p>4.1 Energy efficient offices: Seek to improve on its Building Energy Rating (was D2 in 2010); continue work under Optimising Power@Work to maximise energy efficiency generally.</p>	<p>The Agency moved from its old premises (offering a D2 BER energy rating) into new premises in 2010, with a BER energy rating of B1. This offers a significant improvement in energy efficiencies and a reduced carbon footprint.</p>	<p>Ongoing throughout the agreement</p>	<p>Ongoing throughout the agreement. The Agency's premises continues to retain a BER rating of B1.</p>
<p>Local authority information roadshows</p>	<p>Within its resources, the Agency intends to undertake a series of informational road shows in 2011 to liaise with and inform its principal customers, the local authorities, of the services the Agency provides.</p>	<p>Q3 2011</p>	<p>The Agency held a series of regional road shows for its customers – the local authorities – in Q3 & Q4 2011. These were met with positive feedback from attendees.</p> <p>Q1 2012 - An information seminar was held, in conjunction with the Irish Council for Social Housing, for Approved Housing Bodies by the Agency in Q1 2012.</p>
<p>Quality Customer Service</p>	<p>Quality customer service is monitored on a regular basis, and reported on in the Agency's Annual Report each year.</p> <p><i>Timely disbursement of loan advances:</i> The Agency has as its target that 95% of its loans are advanced within seven days of receipt of the application. This was achieved in 2010.</p> <p><i>Dealing with correspondence from external sources in a timely fashion</i> is an important measure of how well an</p>	<p>Ongoing throughout the agreement</p>	<p>All QCS requirements were reported on in the Agency's 2010 Annual Report, compiled in Q1 2011 and published in Q2 2011.</p> <p>(95% of loans were advanced within seven days of receipt of application.</p> <p>All correspondence was responded to within one working week.</p> <p>The Agency realised a staff training outturn of 3% of payroll costs in 2010.</p>

Terms of the Public Service Agreement 2010 - 2014	Action	Target Date as per Current Action Plan	Current Position
	<p>organisation serves its customers. The Agency continues to meet its target of replying to all correspondence received within one working week.</p> <p><i>Staff training & development:</i> The Agency has a target of spending the equivalent of 4% of payroll costs on staff training. The Agency realised an outturn of 3% in 2010.</p> <p><i>Compliance with the Agency's Policies & Procedures Manual</i> measures the Agency's adherence to appropriate and structured corporate governance. Compliance is reported twice a year to the Audit Committee. The target, in this case, is to limit the number of policy and procedure breaches (other than those arising from staff absences) to less than 10. This was achieved in 2010 and the Agency will strive for this to continue throughout the term of the agreement.</p>		<p>No such Policy and Procedure breaches were noted by the Agency in 2010.)</p> <p>All QCS requirements, for 2011, will be reported on in the Agency's 2011 Annual Report, compiled in Q1 2012 and to be published in Q2 2012.</p>