



# Public consultation on Public Service Development and Innovation Framework

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## We are working to improve our Public Service and want your views

We are preparing a new framework to improve and develop our Public Services. We want to hear your views on our general direction and the 20 actions we propose to implement across the Public Service by 2020. Please take part in this online consultation, or send a written submission to Our Public Service 2020 submissions, Reform and Delivery Office, Department of Public Expenditure and Reform, 7-9 Merrion Row, Dublin 2, D02 V223 or email us at [ourpublicservice2020@per.gov.ie](mailto:ourpublicservice2020@per.gov.ie)

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## What is the Public Service?

The Public Service covers a broad range of organisations in Ireland. There are more than 300,000 public servants including:

- teachers,
- civil servants,
- nurses,
- doctors,
- local authority workers,
- the defence forces, and
- an Garda Síochána

Our public servants have a unique responsibility to the people of Ireland - to work towards the common good of all. The overall success of the Public Service is rooted in the decisions, actions and behaviours of these people. We want to support and develop our public servants so that they are exceptional in their roles. We want to put citizens at the heart of what we do. We want to strive to do our best every day in meeting the needs of the public. We want to take pride in our Public Service.

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## What is the consultation about?

Reforming the Public Service was a central part of the Government's response to the economic challenges our country faced in recent years. Considerable progress has been made in that time to improve the quality, efficiency and effectiveness of services. Please see our [latest Progress Report](#) for information on the most recent round of reforms and achievements.

A new development and innovation framework, Our Public Service 2020, provides direction and guidance for public servants and organisations on this new phase. It will be published in late 2017. We want to improve our capacity to meet the needs of the public, to collaborate better across the Public Service and to communicate more effectively the good work that we do.

### The actions are grouped under three key themes:

- Delivering for our Public - what we are trying to deliver for the public;
- Innovating for our Future - how we are trying to do it; and
- Developing our People and Organisations - who will do it.

## What?

We will design 'Better Service Delivery' actions to improve:

- the accessibility of our services;
- the quality of our service;
- how we use technology and data; and
- how we listen to, and communicate with, the Irish public.

These actions will help us to:

- reduce costs and increase efficiencies; while
- improving services and maintaining quality.

## How?

With our 'Innovation and Strategy' actions, we aim to make sure that the strategies and policies that direct the delivery of public services:

- can adjust to new challenges;
- are rooted in evidence and experience; and
- are always focused on the real impact of our policies and programmes on the public.

## Who?

With our 'People and Organisations' actions, we aim to support the 300,000 individual public servants and the many organisations they work in. We will do this to make sure we have effective leadership and management, and the right mix of skills and tools to allow our public servants to deliver quality services.

What do we want to know?

We want to know if you:

- agree with the direction we've set out;
- have other ideas about what we should be doing; and
- have any ideas about how we can do better.

[Click to see the 20 draft actions.](#)

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## Who are we consulting?

This is a public consultation so we want to hear from as many people as possible. The consultation will run over seven weeks from July 13 - September 4, 2017. We will also be working through the Public Participation Networks within the local government system. These networks enable the public and organisations to voice their views and interests.

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## What will happen?

We will take all the submissions we receive during the consultation into consideration for the final version of the framework.

We will publish a report with the results of the consultation and the key issues raised.

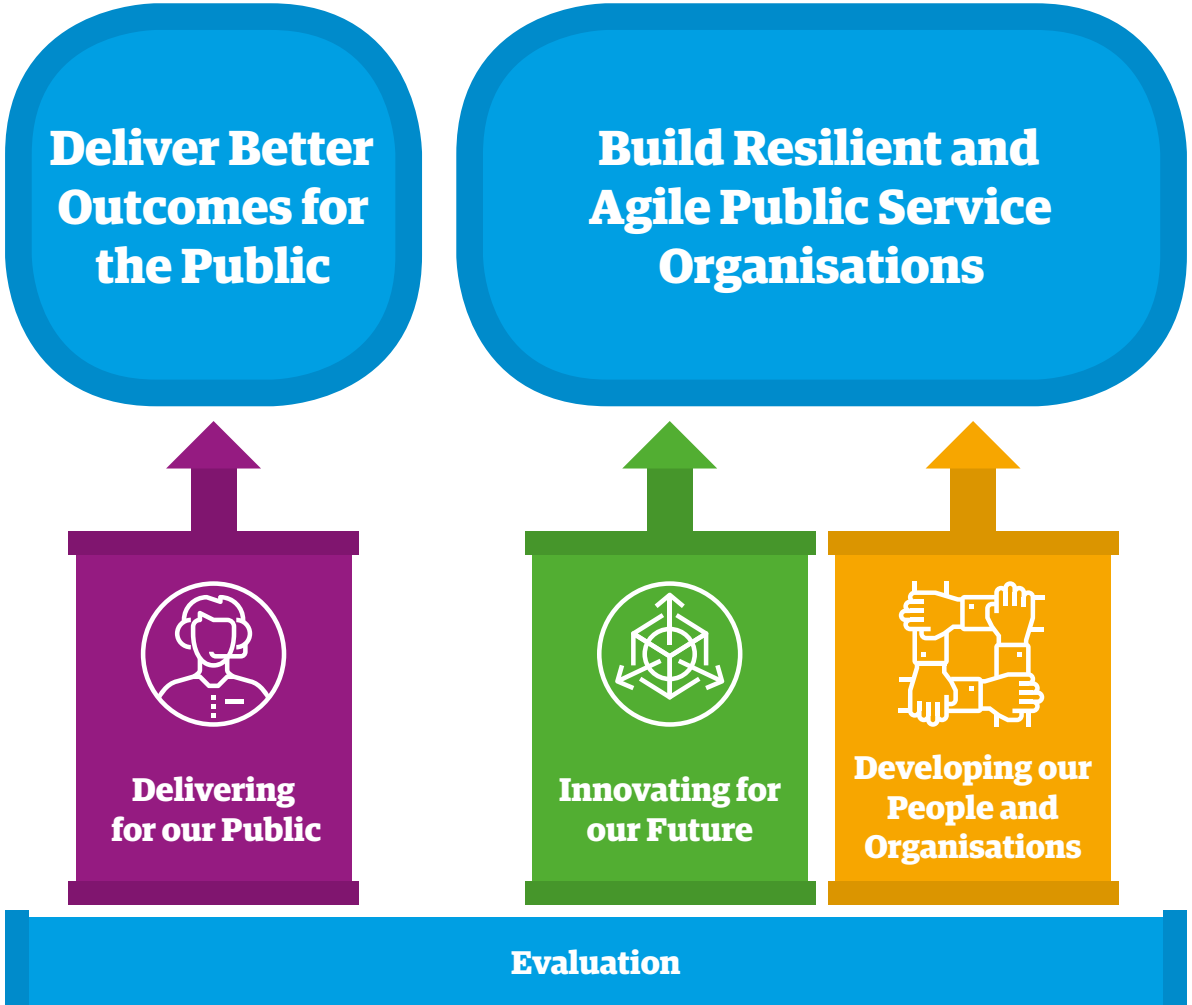
After we incorporate the views of the public, a final version of the Framework will be launched in late 2017.

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## Join the conversation!

Follow us on Twitter at [@IRLDeptPER](#) or on the hashtag [#ourpublicservice2020](#).

# High Level Goals 2017- 2020



# Our Public Service 2020

## OUR GOALS:

Deliver Better Outcomes for the Public  
Build Resilient and Agile Public Service Organisations

### Our 20 Point Action Plan



# Public Services Development and Innovation Framework

## Headline Actions

With supportive explanatory text for the Public Consultation



## Delivering for our Public

**1**

### Drive efficiency and effectiveness in service delivery

We will improve our administration processes and continue to progress efficiency measures already underway.

These include:

- extending shared services such as common payroll and HR systems across the public service;
- centralising Government procurement of goods and services;
- embedding business process improvement; and
- exploiting alternative methods of service delivery

We will do this to support the efficient and effective delivery of Public Services.

#### Please tell us

**Do you have any views on how we could improve the effectiveness and efficiency of Public Services?**

**2**

### Accelerate digital delivery

We will make more Public Services available online which will work in the same way as Revenue Online; Motor Tax Online; and Passports Online.

We will help citizens to access Public Services that are available online. One example of this is the Getting Citizens Online Programme which focuses on encouraging and empowering citizens to participate fully in Ireland's digital economy and society.

#### Please tell us

**What is your experience of our online Public Services?  
Do you have ideas about how we could improve our online services?**

**3**

### Optimise the use of data to provide services

We will use and fully exploit our data to design better policy and services.

This includes building:

- the National Data Infrastructure: a set of management practices to govern a reliable data system for the Public Service which will improve its handling of data and benefit citizens; and
- an Open Data Strategy: a strategy to make Government data more accessible ('open') which would result in new opportunities for research, innovation, transparency, engagement and greater efficiency.

#### Please tell us

**How can we use data better to deliver more effective Public Services?**

## 4 Professionalise customer service

We want to provide the highest standards of customer service to our citizens. We will do this by continuing to:

- share and embed good practices;
- implement the standards of service set out under customer charters;
- provide training for our staff; and
- conduct quality checks and survey customer satisfaction.

### Please tell us

**Have you experienced positive and professional customer service from Public Services?**

**What was it about your experience that was positive?**

**Or, was your experience less than positive?**

**How can we improve?**

## 5 Make services more accessible

We aim to increase accessibility of Public Services. Our Public Services should be accessible to all. We will make information as clear and as understandable as possible, considering the diverse needs of our public. For example, the Universal Design Toolkit for Customer Engagement sets out how to best communicate in writing, orally and online with citizens.

### Please tell us

**How do you think we can make our Public Services more accessible to all?**

## 6 Engage more with the public

We aim to involve the public in designing ways to deliver frontline services. We want greater engagement between our Public Service organisations and our citizens. We will listen to citizens to understand their views and expectations so we can provide the best public services and solutions. We will seek to engage more with citizens through:

- public consultations;
- open policy discussions, involving academics, experts and members of the public;
- customer surveys; and
- public participation networks: networks that enable the public and organisations to voice their views and interests within the local government system.

### Please tell us

**What ideas do you have for greater engagement between Public Services organisations and citizens?**

## 7 Significantly improve communication

We want to improve how we explain what we do and what we offer to the public. We will communicate using clear language to:

- explain our Public Services; and
- help build public understanding around policy and resource decisions.

### Please tell us

**Do you have suggestions about how we can communicate better?**

# Public Services Development and Innovation Framework

## Headline Actions

With supportive explanatory text for the Public Consultation



## Innovating for our future

8

### Establish a Public Service Innovation Centre

We will develop ways to encourage new thinking and innovative ideas about how to do things better. We will establish a Public Service Innovation Centre.

We will do this to support problem-solving and innovation in service delivery.

#### Please tell us

**What Public Services innovations are you aware of in Ireland or elsewhere?  
Do you have examples of innovation in your organisation or your community?  
Do you have ideas on particular systems or services that could be done better?**

9

### Strengthen whole-of-Government collaboration

We will develop ways of working together across our Public Services, to deliver better coordinated Public Services and public policy. We will do this using:

- existing whole-of-Government cooperation initiatives, such as the National Action Plan on Jobs;
- networks at local level such as Local Community and Development Committees (LCDCs), and at national level such as Cabinet Committees.

#### Please tell us

**What improvements do you think we could make to coordinate and collaborate more across the Public Service?**

10

### Embed programme and project management

We aim to strengthen how well we manage programmes and projects. Well-managed programmes and projects are critical to how we work, to the successful achievement of Government priorities, the management of public finances and the delivery of public services. Project management helps identify priorities and effective allocation of resources, monitoring of progress and delivery of results.

We will encourage people to use more project and programme management skills and methodology to:

- improve how we work; and
- deliver better and more measurable outcomes.

#### Please tell us

**Do you think programmes are delivered and projects carried out well by the Public Service?  
Where is it carried out well?  
Can we learn from best practice?**

## 11

### **Prioritise evidence and evaluation**

We will measure and use evidence of success or failure in existing policy and programmes to learn from our experiences and inform how we deliver Public Services with better outcomes for citizens.

#### **Please tell us**

**How can we measure the real impact of services we deliver?**

## 12

### **Build strategic planning capability**

We aim to significantly strengthen how well we define our strategy direction, make decisions and allocate resources. We will strive to overcome any barriers to putting these plans in place.

We want to further develop the skills that allow us to think strategically so we can:

- plan for challenges and opportunities facing the Public Service;
- make sure long-term planning is effective; and
- make sure our plans are flexible enough to adjust to new and unexpected developments.

#### **Please tell us**

**What important long-term challenges do you think the Public Service needs to prepare for?  
What should our priorities be in relation to strategic planning?**



# Public Services Development and Innovation Framework

## Headline Actions

With supportive explanatory text for the Public Consultation



### Developing our People and Organisations

13

#### Embed strategic human resources management in the Public Service

We want to make sure that human resources support the achievement of the priorities and organisational strategies of Public Service organisations. This will help us to deliver the best possible Public Services and solutions for citizens.

##### Please tell us

**What improvements do you think we can make to ensure strategic HRM is meeting the needs of the Public Service?**

14

#### Mainstream strategic workforce planning in the Public Service

We need to identify what future skills are required across the Public Service, as well as where and when. Workforce planning allows for succession planning to deal with potential loss of knowledge and essential skills as well as identifying the opportunities to embed new skills.

##### Please tell us

**What important challenges and opportunities do you think strategic workforce planning could help the Public Service meet?**

15

#### Build capability and skills

We will identify training needs and opportunities to make sure staff have the right skills to perform the job they need to do, at the right time.

We will also develop our training capacity, to develop skills in areas like:

- information and communications technology (ICT);
- human resources (HR);
- data analysis; and
- leadership and management.

##### Please tell us

**What skills do you think should be a priority for the Public Services?**

## 16 Strengthen performance management

We want to manage the development of employees' skills and performance so that they can perform at their best.

Under the Public Services Stability Agreement 2017 (draft agreement reached between Government and the public service unions), if ratified, every Public Service body will have an employee performance management system in place by 1 January 2019.

### Please tell us

**Do you think that having performance management will help deliver better quality public services?**

## 17 Promote equality, diversity and inclusion

We will build a Public Service that:

- values diversity;
- promotes equality;
- promotes and protects human rights;
- allows everyone to have a voice and to be listened to; and
- represents the wider population.

### Please tell us

**Do you think the Public Service is sufficiently representative of our population?**

**What improvements could we make?**

**How can we better fulfil our public-sector duty to promote human rights and equality and prevent discrimination both for our customers and our staff?**

## 18 Articulate Public Service vision and values

At the heart of good public sector governance is the desire to serve the public interest and work for the greater good of all citizens. Values are the cornerstone of good governance. An overarching Public Service vision and values will inform the direction of the Public Service. This will enable us to clearly explain who we are, what we stand for and what we aim to achieve.

### Please tell us

**What do you think our Public Service Vision should be?**

**What do you see as the most important Public Service values?**

## 19 Increase employee engagement

We want to measure and increase Public Service employee engagement. This means, we want to:

- listen better to our employees;
- consider their opinions;
- value their contributions; and
- make sure their views are taken on board.

Please tell us

**Do you have ideas about how we could engage more with and listen better to our employees?**

## 20 Review Public Service culture and values

We aim to measure organisational culture through culture and values reviews. Organisational culture describes the organisational values, assumptions and beliefs that govern how people think and behave in their organisations. We want a thriving, dynamic, positive, inclusive and supportive organisational culture. In such a culture, employees are valued and supported in their jobs to do their best, so that they can deliver the best Public Services for our citizens.

Please tell us

**Are there improvements Public Service organisations can make to improve their organisational culture?**