What is *Our Public Service 2020*?

*Our Public Service 2020* is a framework that supports continuous development and innovation across the public service. Its actions will build a stronger public service and deliver better quality services to the Irish public.

*Our Public Service 2020* builds on the achievements of previous reforms and sets a path for improvements beyond 2020. There are 18 actions which include new initiatives and actions that will build on reforms already in place.

**The framework is built on three pillars:**

- **Delivering for Our Public**
- **Innovating for Our Future**
- **Developing Our People and Organisations**

Implementation of the 18 actions in *Our Public Service 2020* begins in 2018. It will be supported by promoting shared ownership of actions across the public service and ensuring a strong emphasis on evaluating reforms.

How was it developed?

*Our Public Service 2020* was informed by contributions from a range of sources including the public, public servants and the OECD.

An assessment by the OECD of the previous public service reform plan outlined key lessons that have informed and helped to shape *Our Public Service 2020*. These included the need to focus more on outcomes, evidence, governance and innovation.

*Our Public Service 2020* involved consultation across the wider civil and public service. This included meetings and workshops and a survey of public servants.

The public was also given the opportunity to shape this framework by means of a public consultation, the first ever on public service reform, which ran during summer 2017.
The Three Pillars

**Delivering for Our Public** focuses on ensuring that outcomes for the public are central to service delivery. This will be achieved by involving the public in the design and delivery of services, by improving how we listen and communicate, and by ensuring services are cost-effective. By making better use of new technology and data we will also improve service quality and accessibility.

The five actions under this pillar will build on existing progress in areas such as shared services and procurement. The development of digital services and eGovernment is key to improving service delivery as is making better use of data and sharing data more effectively between organisations.

**Innovating for Our Future** has six actions that will enable the development of innovative, robust and joined-up strategies and policies related to the delivery of public services. This pillar will also support collaboration across the public service and help make the most of existing skills and experiences, and data. It will also promote a culture of evaluation.

The public service needs to be increasingly innovative and collaborative to effectively respond to the complex challenges facing Ireland now and into the future.

**Developing Our People and Organisations** has seven actions which will support public servants and the organisations in which they work. The pillar aims to improve human resource management and to ensure the right mix of skills and tools are there to support public servants in delivering quality services.

The actions in this pillar will help to build strong and agile public service organisations. Actions focus on sharing best practice and experience in areas such as strategic human resource management, workforce planning, employee engagement, public service culture and values, and equality, diversity and inclusion.
### Headline Actions

#### Delivering for Our Public

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<tr>
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<th>Action</th>
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<tbody>
<tr>
<td>1</td>
<td>Accelerate digital delivery of services</td>
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<td>2</td>
<td>Improve services for our customers</td>
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<td>3</td>
<td>Make services more accessible to all</td>
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<td>4</td>
<td>Significantly improve communications and engagement with the public</td>
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<td>5</td>
<td>Drive efficiency and effectiveness</td>
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#### Innovating for our Future

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<td>6</td>
<td>Promote a culture of innovation in the public service</td>
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<td>7</td>
<td>Optimise the use of data</td>
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<td>8</td>
<td>Build strategic planning capability</td>
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<td>9</td>
<td>Strengthen whole-of-government collaboration</td>
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<td>10</td>
<td>Embed programme and project management</td>
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<td>11</td>
<td>Embed a culture of evidence and evaluation</td>
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#### Developing Our People and Organisations

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<tr>
<td>12</td>
<td>Embed strategic human resource management in the public service</td>
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<td>13</td>
<td>Mainstream strategic workforce planning in the public service</td>
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<td>14</td>
<td>Continuous and responsive professional development</td>
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<td>15</td>
<td>Strengthen performance management</td>
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<td>16</td>
<td>Promote equality, diversity and inclusion</td>
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<td>17</td>
<td>Increase employee engagement</td>
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<td>18</td>
<td>Review public service culture and values</td>
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Outcomes

*Our Public Service 2020* has a strong focus on outcomes. Six high-level outcomes for the public service over the longer term have been identified and are shown below. *Our Public Service 2020* will contribute significantly to the achievement of these outcomes.

**Six high-level outcomes for the public service**

1. **Increased customer satisfaction**
2. **Increased public trust**
3. **Greater use of digital to do business with the public service**
4. **Better government effectiveness**
5. **Quality of certain public services**
6. **Greater employee engagement**

A range of methods will be used to measure outcomes. These include national and international surveys and metrics from sources such as the Central Statistics Office and EUROSTAT and results of public service customer and employee surveys.
How will it be governed?

Strong governance will be key to successfully implementing the actions in Our Public Service 2020. Shared ownership of the framework and committed leadership will be essential to ensure actions are prioritised across sectors to sustain momentum over the duration of the framework.

For the first time, both civil service and public service leaders and managers are directly included in the public service reform governance structures. This is intended to promote shared ownership right across the public service. This follows on from the cross-sectoral Project Board which oversaw development of the framework.

Because of the size of the public service and the number and the range of organisations involved a new model of governance is needed.

A Public Service Leadership Board drawn from Secretary General/CEO level will provide overall leadership. It will be supported by a Management Group of Assistant Secretaries and equivalents from across the civil and public service. A number of newly established networks will also support implementation.

Government departments and major offices will complete implementation plans. These will be flexible enough to respond to emerging challenges and information over the lifetime of Our Public Service 2020, while keeping a focus on the key outcomes of the framework.
Improvements in public services are happening all the time. These are just some examples of good practice in line with the pillars of *Our Public Service 2020.*

**CASE STUDY: Passport Online—Department of Foreign Affairs and Trade**

The Adult Passport Renewal Online Service was launched in March 2017. The service allows applicants to submit full applications, including digital photographs online, wherever they are in the world. The service is user-friendly and innovative. It facilitates the uploading of digital photographs from home, via a pharmacy or a ‘Photo-Me’ digital photo booth.

The process can typically be completed in fifteen minutes and has resulted in very significant improvements to the speed and processing of applications. To date over 86,000 passports and 28,000 passport cards have been issued following online applications and the Passport Service is very likely to reach a target of 120,000 applications (or 30% of renewals) online within one year of launch.

**Case study: Diversity and Inclusion Strategy and Equality Policies—Irish Defence Forces**

The Defence Organisation recognises that the Defence Forces must be representative of the changing society it serves at home and abroad. To support this the Defence Organisation has developed both a Defence Forces Diversity and Inclusion Strategy Statement and Action Plan, and a Defence Forces Equality Policy. Areas identified for actions include human resource policies, training, communication and ensuring that the Defence Forces are reflective of Irish society.

The actions will help ensure that recruitment advertising for the Defence Forces affirms equality and diversity. They will also help to showcase the Defence Forces as an attractive career option for many and thereby will reinforce other recruitment and retention policies.

**CASE STUDY: The Farm Hazardous Waste Collection Scheme**

The Farm Hazardous Waste collection scheme was initiated in 2015 to provide bring centres where farmers can safely dispose of hazardous waste. The scheme was led by the Environmental Protection Agency and was a multi-agency collaborative project involving the Department of Agriculture, Food and the Marine, Teagasc, the Department of Communications, Climate Action and Environment, local authorities and many other agencies and organisations.

The successful operation of the bring centres required significant collaboration between all the participating Departments, agencies and organisations. Farmers also contributed to the efficient operation of the sites by ensuring that waste was segregated, packaged and transported to allow for easy off-load. The pooling of resources and expertise in this inter-agency collaboration and active voluntary participation by farmers across the country were key to the success of the scheme.
Three Pillars

- Delivering for Our Public
- Innovating for Our Future
- Developing Our People and Organisations

- Building on a foundation of achievement
- Focusing on the outcomes of reform
- Ensuring an evidence-driven approach
- Strengthening governance arrangements

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Rialtas na hÉireann
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