



# **ENVIRONMENTAL PROTECTION AGENCY**

**REVISED ACTION PLAN FOR THE IMPLEMENTATION OF THE PUBLIC SERVICES AGREEMENT 2010 - 2014**

**(CROKE PARK AGREEMENT)**

**December 2010**

**ENVIRONMENTAL PROTECTION AGENCY ACTION PLAN**  
Public Service Agreement 2010 -2014 (Croke Park Agreement)

EPA Ref No	Terms of the Public Service Agreement 2010 – 2014 (ref to relevant paragraph)	Action	Timeframe	Estimated Savings/Benefits arising 2010-2014	Next steps / Milestones by EPA
<b>1. BETTER HUMAN RESOURCE MANAGEMENT</b>					
<b>Actions identified by the Civil Service and Non-Commercial State Agency Sector</b>					
CS.1.1	<b>Resources</b> 1.5 4.3 4.4	<b>Reduction in Public Service Numbers:</b> Implementation of Employment Control Frameworks to reduce Public Service Numbers while maintaining services to the greatest possible extent	For the lifetime of the agreement		EPA will operate within the relevant framework.
CS.1.2	<b>Redeployment</b> 1.7 1.8 1.10 4.3 4.4 6.3	Redeployment within Public Service Redeployment will occur as required between Departments, non-commercial state agency, or other Public Service organisations in accordance with the terms of the agreement on redeployment and Circular 8/10 issued in July 2010. This will facilitate in particular the rationalisation of state agencies (see below), the integration and reconfiguring of services to enhance efficiency and service delivery while minimising service costs in the context of reducing public service numbers in accordance with the Employment Control Frameworks. Redeployment should also facilitate a better use or reinforcement of skills across Departments and agencies.  This will be specifically pursued in the context of the reassignment of the following services into the Department of Social Protection: 1.1 Community Welfare Service (from HSE) 1.2 Community Employment Programme (from FAS) 1.3 Employment Services Programme (from FAS) 1.4 Redundancy & Insolvency Payments (from D/ETI) 1.5 Rural Support Scheme (from D/CE&GA) 1.6 Community Services Programme (from D/CE&GA) Further redeployments will arise in the context of Government decisions, including from the budgetary process.	For the lifetime of the agreement  With effect from 2010	More effective management of staff resources, alongside reduction in numbers in the Civil Service and state agencies. Better staff management. More effective skill set.	EPA to avail of redeployment opportunities where relevant. No staff surplus identified in EPA. Vacancies in EPA arising from retirements could be filled through redeployment if suitable candidates are available in other parts of the public sector.
CS.1.3	<b>Reconfiguration</b> 1.7, 1.8, 1.9, 4.3, 4.4 6.4	<b>Rationalisation of State Agencies</b> Implementation of the programme of rationalisation of State Agencies as has been determined, or that may be determined, by Government.	Ongoing over the life of the agreement	More effective use of resources, alongside reduction in numbers in the Civil Service and state agencies.	No action required by EPA - see Ref EPA 5.4 below.
CS.1.4	<b>Reconfiguration</b> 1.7 1.8 1.9 4.3 4.4 6.4	Reduction and Rationalisation of State Properties and Office Accommodation Government Departments and Offices will reduce office requirements in line with opportunities provided by the rationalisation of services and reduction in public service numbers. Such rationalisations include those that will be pursued by the Revenue Commissioners, Department of Agriculture, Fisheries and Food and Teagasc.	Commencing end 2010	More efficient use of capital resources and reduction in overhead costs.	No action required by EPA.
CS.1.5	<b>Performance Management</b> 1.13 4.12	Measures to address the main issues arising from the PMDS Review required under General Council 1452 will be identified and implemented. Centrally we will:		Improved use of resources and productivity. Increased focus on performance. Departments provided with information they need to strengthen PMDS locally	

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		<p>o Introduce measures which strengthen the approach to tackling underperformance in the Civil Service</p> <p>o Strengthen links between PMDS and disciplinary process</p> <p>o Proactive monitoring of and promotion of better technical structures for completion of PMDS throughout the Civil Service</p> <p>o Increase awareness of issues identified in the survey carried out as part of the review at end of 2009 among Departments</p> <p>Individual Departments and Offices will tackle underperformance, strengthen management of individual performance and use individual quantitative and qualitative performance targets with a strong focus on increasing productivity in the context of lower staff numbers, including the use of technology to measure performance.</p> <p>All State Agencies will apply a performance management scheme.</p>	<p>Q1 2011-Q2 2011</p> <p>Q2-Q3 2011 Q2 2011 Q4 2010 – Q12011</p> <p>Over the lifetime of the agreement From 2011</p>		<p>Performance management fully functional and mature in the EPA. No significant under performance issues within EPA and measures in place to identify and deal with should such issues arise.</p> <p>see above</p> <p>On-line PMDS System in place and functional; Regular monitoring of competition rates by the Board.</p> <p>EPA has introduced measures to improve performance management. All senior staff receiving training in modern people management techniques aimed at improved individual, team and organisational performance. Corporate learning strategy being implemented to maximise benefits of being an organisation with a strong culture of learning and personal development(See EPA 1.5 below)</p> <p>In place and operational in EPA</p>
CS.1.5	<b>Recruitment</b> 1.13, 1.4 1.8 4.9	<p>Top Level Appointments Committee (TLAC) will be reconstituted to increase representatives from outside the Civil Service, with an external chairperson.</p> <p>Introduction of the Senior Public Service, initially in the Civil Service</p> <p>Open competition for positions at the highest levels in the Civil Service and State Agencies.</p>	With immediate effect.	Supports the "whole of Government" philosophy of Public Service management. Supports primary relationship with the total public service. Supports Government's objective of moving towards a more integrated public service.	All grades in EPA are recruited through open competition unless posts are filled through redeployment.
CS.1.6	<b>Recruitment</b> 1.7 1.13 4.3 4.11 6.3.1 (i) 6.3.3	<p>Avail of services of PAS to maximise efficiencies in open recruitment; targeted use of recruitment licences to recruit specific skills (while complying with employment control frameworks)</p> <p>Increase specific skills levels in Government Departments and Offices using open recruitment as the norm, including both analysis and policy making skills and technical skills. There will be open recruitment of specialist ICT staff at all grade levels.</p>	With immediate effect	Reduced reliance on external recruitment and ICT service providers, contractors and consultants. Availability of staff for redeployment in general administrative areas. Potential for reduced ICT staffing complement because of enhanced skill and knowledge levels	All grades in EPA are recruited through open competition unless posts are filled through redeployment . Limited potential in EPA for reducing ICT staffing complement due to significant reliance on ICT in EPA.
CS.1.7	<b>Attendance Patterns</b> 1.8 4.1 4.4	Eliminate outdated absence practices, including bank time and attendance patterns at holiday periods. A revised policy on office closure and attendance at holiday periods will be issued.	Bank time eliminated from November 2010. Revised policy on office closure to issue by February 2011.	Elimination of unnecessary costs and inefficiencies. Better productivity of staff through greater attendance at work and better management of annual leave. Additional savings through managing office closures at particular periods.	Bank time eliminated in EPA in 1998. EPA will comply revised policies in this area.

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CS.1.8	<b>Attendance Patterns</b> 1.8 4.1 4.4	Office opening hours will be extended or varied in areas which will provide better customer service for example as set out in the Action Plans of the Department of Social Protection, Department of Foreign Affairs, Probation Service and Department of Environment, Heritage and Local Government.  Standard hours of attendance and shift patterns will be revised, having regard to the flexitime periods of attendance, to meet the business needs of the organisation and to deliver public services outside standard office hours.	2011 and ongoing over the lifetime of the agreement  Early 2011	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.	Not an issue for EPA. Offices open to accommodate public need. No overtime paid in EPA. EPA operates a flexitime system for most of its staff.
CS.1.9	<b>Attendance Patterns</b> 1.8 4.1 4.4	Deductions of pay for all days of absence will be standardised at a 1/5 of weekly pay, in the interests of equity and consistency across all staff taking unpaid leave or availing of reduced hours working patterns.	By end 2010	Reduction in cost of unpaid absences.	This policy change will be implemented by the EPA in line with revised policies in this area.
CS.1.10	<b>Resources</b> 1.4 1.8 4.9	The Employee Assistance Service will be reorganised to provide an inter-Departmental service on a regionalised basis to accommodate increased staff ratios; and to centralise management of the EAS. A shared service may thereafter be available to State Agencies.	By end 2010	Better management of the service. Higher performance. Reduction in expenditure, in particular of travel and subsistence	EPA to avail of this service when available. EPA currently operating its own Employee Assistance Service.
CS.1.11	<b>Attendance Patterns &amp; Management</b> 1.4 1.8 4.9	Worksharing arrangements will be better managed by Departments and Offices by altering individual work sharing arrangements as appropriate in line with the terms of Circular 11/2010, issued in August 2010. That Circular updated the provisions applying to the duration and modification of worksharing arrangements and provides for regular review of individual arrangements to meet the business needs of both the organisation and the needs of staff. The revised provisions will be applied in ?	Ongoing over the lifetime of the agreement	The revised arrangements give greater flexibility and efficiency. The revised arrangements also underpin redeployment by providing that where staff may move a review of the worksharing arrangements must take place with management in the receiving area in advance of the move.	New policy on work sharing/reduced working to be developed in 2011 to replace existing job-sharing policy to provide greater flexibility for both the organisation and staff.
CS.1.12	<b>Attendance Patterns &amp; Management</b> 1.4, 1.8, 4.9	Each Department and Office will manage sick leave more effectively, with a target for a 10% reduction in days lost by end 2011 with further reductions thereafter, in accordance with Department of Finance Circular 9/2010 issued July 2010.	10% Reduction in days lost by end of 2011	More effective management of sick leave provision will result in greater productivity.	Existing policy on sick leave to be amended and implemented in 2011 to implement these policy changes. Sick leave actively monitored by the Board on a quarterly basis.
<b>Actions identified by the EPA</b>					
<b>EPA. 1</b>		<b>BETTER HUMAN RESOURCE MANAGEMENT</b>			
EPA.1.1 - see also 2.5		Implementation of the EPA Corporate Learning Strategy (CLS)	2010-2012	It will: support the delivery of the EPA's 2020 vision. Support the EPA in managing and adapting to change more readily. Continuously grow the knowledge within the organisation and keep the EPA at the leading edge across its disciplines.	Implementation of Corporate Learning Strategy (CLS) project plan.
EPA 1.2		Continue roll out of People Management Programme for managers covering adaptive leadership, coaching and other people management skills.	2010 - 2012	It will support the EPA in managing and adapting to change more readily.	Delivery of two programmes to 30 staff in 2011.

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EPA 1.3		Procurement of an integrated HR/Training /Payroll system	2011 - 2012	A single integrated system wil replace 7 separate HR/Finance systems currently in place.	Development of functional specifications and tender documents. Issue Request for Tenders.
EPA 1.4 see also 5.4		EPA will continue to work with other Agencies operating in a similar enviorment (RPIL, An Bord Pleanala, Heritage Council, NWPS etc) to identify areas where better collaboration and cooperation will yield efficiencies	2010 & ongoing	Collaboration and cooperation will yield efficiencies.	EPA to engage initially with the RPIL to explore oportunities for collaboration and cooperation.
EPA 1.5	<b>4.18</b>	Ongoing engagement with the FAS Graduate Placement Programme	2010- 2011	The EPA has identified 18 projects and to date in 2010 has engaged 13 graduates.	Continue to identify projects and engage further graduates in meaningful work during 2011.

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<b>2. BETTER BUSINESS PROCESSES</b>					
<b>Actions identified by the Civil Service and Non-Commercial State Agency Sector</b>					
CS.2.1	<b>Business Process</b> 4.13	Increased use of Business Process Re-engineering to bring about administrative simplification and enhanced user choice and experience. This will include the provision of services online, reduced data entry, reduced collection of duplicate data and the centralisation of transaction handling. Any Relevant legislation will be reviewed. Specific areas where this will be pursued include the Courts Service, the Revenue Commissioners, Department of Social Protection and the Central Statistics Office.	Business Process Re-engineering will form an ongoing part of service delivery.	Greater efficiency on the delivery of services and reduced costs.	See specific EPA actions below under headings 'Making the EPA more efficient', 'better Regulation' and 'Driving Costs Down'
CS.2.2	<b>Greater Efficiencies</b> 4.13 4.16	Introduce the use of Electronic Funds Transfer for 100% of payments to staff and suppliers.	Q2 2011	Greater efficiency	Already in place in EPA for all staff and pensioners and vast majority of creditors.
CS.2.3	<b>Shared Service</b> 1.11 4.13 4.15	There will be a greater use of shared services, utilising the full range of service delivery options, across the sector with a view to achieving savings and bringing about improvements in the delivery of services. Areas that will be targeted include: <ul style="list-style-type: none"> <li>human resource management,</li> <li>payroll,</li> <li>pensions administration including the new public service pension scheme,</li> <li>financial management</li> <li>ICT.</li> </ul> Functions may be migrated to existing shared services operations where appropriate.  Functions may be migrated to existing shared services operations where appropriate.	Indicative timeline for HR shared service implementation: July 2011 completion of tender process for external assistance Q3 2011 Commence set up phase; Q2 2012 Commence transition phase; Q4 2014 HR Shared Service live Public service pension scheme introduced from 2011. Planning of other shared services underway	More efficient services, reduced staff requirement and lower costs.	see specific EPA actions below under heading 'Shared Services'.
CS.2.4	<b>Procurement</b> 1.10 1.11 4.13 4.15	The National Procurement Service will organise the procurement of common goods and services across the public sector; provide professional procurement advice to the public service; assist, where appropriate, with specialist procurement being undertaken directly by public sector bodies; develop targeted and accredited procurement training and education and integrate whole of Government policy issues (e.g. SMEs, environment, sustainability) in public procurement policy and practice. In addition the National Procurement Service will manage the operation and upgrading of the E-tenders Website.	Commenced in 2010	More efficient use of resources; greater economies of scale	EPA availing of this service and will continue to do so.

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CS.2.5	<b>Inspection Services</b> 1.10 4.14	Reorganisation of Inspectorates to ensure effective delivery of functions. Such reorganisations include those specifically referred to in the action plans submitted by Department of Agriculture, Fisheries and Food, the Department of Education and Skills, the Department of Enterprise, Trade and Innovation and the Revenue Commissioners.	By end 2011	Greater efficiency and cost reductions.	See specific EPA actions below under the heading 'Better Regulation'
<b>Actions identified by the EPA</b>					
<b>EPA.2</b>	<b>4.13. 1</b>	<b>MAKING THE EPA MORE EFFICIENT</b>			
EPA.2.1		Implementation of the Licensing Enforcement & Monitoring Application (LEMA) Project	Expect deliverable of phase 1 throughout 2011	Significant gain in data accessibility and cross office knowledge flows. Progress better regulation agenda. Better risk management. Revision of all EPA licensing, enforcement and monitoring work practices yielding efficiencies. 27 systems revised, less duplication, reduction on reporting burden for licencees. Big gains in manageability of EPA responses to environmental media problems	Tendering completed. Initiation of Phase 1 of Project
EPA.2.2		Development and implementation of the OCCS Systems Project (OSP) to integrate HR & Payroll Systems	Q4 2011	More integrated HR, Payroll and Finance systems replacing 7 separate systems. Efficiencies in work practices and processes leading to better outcomes	Decision in relation to procurement of suitable systems.
EPA.2.3		Implementation of the SharePoint project .	Q1/2010 - Q4/2011	More effective e-record management system. Improved system for managing work processes. Improved internal communications.	Implement Phase 2 of the project. (Records Retention and management)
EPA.2.4		Implementation of SmartSimple on-line grant management system for the EPA Research Programme	Q4/2010	1. Improved reporting and tracking of financial information; 2. When fully functional potential for redeployment of resources currently required to support non value added activity in current process (e.g. data input, status monitoring, documentation requests etc). This system has allowed for the transfer of 1.5 posts to other parts of the Agency due to improvements to the previous process.	Complete
EPA.2.5		Implementation of the EPA Corporate Learning Strategy	2010-2012	It will: support the delivery of the EPA's 2020 vision. Support the EPA in managing and adapting to change more readily. Continuously grow the knowledge within the organisation and keep the EPA at the leading edge across its disciplines.	Implementation of CLS project plan.
EPA.2.6		Streamline Internal EPA Financial processes	Q3/2010 to Q4/2011	Improved processes for financial management.	Review budget processes and spend activity
EPA.2.7		Escalation of Debt Collection activities.	Q1/2010 to Q2/2011	Maximise the collection of earned income due to the EPA.	Escalate debt collection to legal actions.
EPA.2.8		Greening IT Technology in the EPA	Q1/2010 to Q4/2010	Reduction in amount of IT equipment and its power use.	Completion of project implementation
<b>EPA.3</b>	<b>4.13.3</b>	<b>DRIVING COSTS DOWN</b>			
EPA.3.1		Use of outsourcing and procurement frameworks to achieve Value for Money & reduce contract costs	Ongoing	Cost savings through use of framework agreements e.g. printing services, purchasing of IT equipment	Pursue further opportunities from existing frameworks.
EPA.3.2		Upgrade of Building Management Systems in all EPA locations to achieve energy savings	Q4/2010	Improved Environmental Management across all EPA locations.	Completed
EPA.3.3		Achieving certification to IOS14001 for the EPA's Environmental Management System at Headquarters and Regional Offices to improve environmental management and achieve savings in energy use, water usage, waste management and transport	Q4/2011	Improved Environmental Management across all EPA locations.	Achieve certification for Regional Offices



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EPA.3.4		Better use of Teleconferencing and other similar initiatives e.g. internal desk to desk video conferencing and external video conferencing between Ireland and Brussels.	Ongoing	Reduced travel and associated expenses. Reduced carbon footprint. Increased work time through less travel.	Implement next steps in work plan.
EPA..3.5		Implementation of Pilot Value for Money Project in 2 business units initially before rolling out to other areas.	Q4/2010	Improved efficiency & effectiveness (economies)	Complete Pilot in two areas. Refine methodology and roll out programme of reviews to other areas
EPA.3.6		Reducing the cost of printing of EPA Reports	Q4/2011	Reduction in printing, storage and distribution costs. More environmentally sustainable.	Clarify procurement options with National Procurement Service and proceed to tender.
EPA 3.7		Reduce core operating costs by 10%.	Q4/2011	10% reduction in core operating costs.	Implementation of a range of measures to provide for a 10% reduction in core operating costs.
<b>EPA.4</b>	<b>4.14</b>	<b>BETTER REGULATION</b>			
EPA.4.1		Development of Risk Based approaches to enforcement and other activities	Ongoing	More efficient use of scarce resources.	Further development of approaches in enforcement and other areas.
EPA.4.2		Undertaking eGovernment initiatives	Ongoing	Improved service delivery to customers.	
<b>EPA.5</b>	<b>4.15</b>	<b>SHARED SERVICES</b>			
EPA.5.1		Further development of the Environmental Data Exchange Network (EDEN) to expand functionality available to Public Authorities, including LA's and Marine Institute	Ongoing development with different delivery dates for each system - Ph 3 - June 2011	One stop shop for the exchange of all environmental data in Ireland - follows the European reporting principle of "report once use many"	Continue to implement Project Plan
EPA.5.2		Use of Framework Agreements	Ongoing	Cost savings through use of framework agreements e.g. printing services, purchasing of IT equipment	Pursue further opportunities from existing frameworks.
EPA.5.3		Shared hosting of IPA Training Courses (South East Region) e.g., CIPD Certificate in HRM	Course to Commence in Q4/ 2010 for 6 months	Reduced costs to the organisation for T&S & reduced staff absence (attendance at courses in Dublin)	Finalise arrangements with IPA and other bodies
EPA 5.4 see also 1.4		EPA will continue to work with other Agencies operating in a similar environment (RP11, An Bord Pleanála, Heritage Council, NWPS etc) to identify areas where better collaboration and cooperation will yield efficiencies	2010- & ongoing	Collaboration and cooperation will yield efficiencies.	EPA to engage initially with the RP11 to explore opportunities for collaboration and cooperation.
EPA 5.5		Environmental Enforcement Network	Ongoing	Better environmental outcomes resulting from improved standards and consistency of environmental enforcement in Ireland.	Environmental Enforcement Network is now well established and the EPA will continue to coordinate and report on its activities.



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<b>3. DELIVERING FOR THE CITIZEN</b>					
<b>Actions identified by the Civil Service and Non-Commercial State Agency Sector</b>					
CS.3.1	<b>New technology</b> 4.13	Online service provision will be developed across the sector to maximise efficiencies and provide enhanced customer service while introduction of new technologies will be regarded and implemented as the norm. Examples of such enhanced customer service include those specifically referred to in the action plans submitted by the Department of Enterprise, Trade and Innovation, Department of Environment, Heritage and Local Government, Department of Foreign Affairs, Department of Justice, Equality and Law Reform and the Department of Education and Skills.	Over the lifetime of the agreement.	Maintaining or improving service to the public.	See specific EPA actions below which are exploiting new technology to improve service delivery
CS.3.2	<b>Identity Management</b> 1.10 1.11 1.14 4.13 4.15	Development and implementation of a centralised Identity Management Solution. This will require legislative provision. It will provide – <ul style="list-style-type: none"> <li>System to facilitate online authentication of individuals to access all online public services requiring authentication of identity</li> <li>Facility to look up persons and find related records</li> <li>PPSN validations</li> <li>Reference matching of a large quantity of records to ensure that they are correct</li> </ul>	From 2011.	Improvement of the quality of identity data across the public service. Real-time verification of identity data at the time of collection. Shared system for the online authentication of personal identity. Better use of information to support delivery of services and decision-making	No action required by EPA.
CS.3.3	<b>New Technology</b> 1.10, 1.11, 1.14, 4.13, 4.15	Development and implementation of “cloud computing” provision of ICT infrastructures, applications and services leveraging existing departmental facilities where appropriate.  This will be developed/implemented in phases on the basis of research/trial outcomes. The initial phase will seek to devise approaches for shared co-location of infrastructure and centres of excellence.	From Q1/2011	Standardisation of computing infrastructures, applications and service provision Centralisation of ICT infrastructure deployment, management and support resulting in the development of centres of excellence Reduced dispersal and duplication of support resource requirements Reduced general operating costs,	In Q1 2011 the EPA will implement a new data communications service between its regional locations, that will have greater capacity and is more cost effective to run (€30,000 per annum cheaper). The EPA will continue to expand on the EDEN infrastructure to facilitate environmental reporting by Local Authorities. The plan is to extend the EDEN system to the Marine Institute. The EPA are currently working on replacing its key environmental and corporate systems. As outlined this is on a phased basis and the EPA are on track to deliver phases 1 in late 2011.
CS.3.4	<b>New Technology</b> 1.10, 1.11, 1.14, 4.13, 4.15	Development and implementation of shared technical approaches for the use of phone systems, call recording and call traffic routing	From early 2011.	Standardisation of approach across the public service. Streamlining of support structures. Reduced call charges for public bodies. Reduced annually recurring costs	Use of Government Framework for all telephony services
CS.3.5	<b>New Technology</b> 1.10, 1.11, 1.14, 4.13, 4.15	Development and implementation of a Shared/Unified Automatic Vehicle Location System	Q2 2011	Reduced capital outlay. Reduced annually recurring costs. Standardisation of approach across the emergency services. Streamlining of support structures needed	Not relevant for EPA
CS.3.6	<b>New Business Processes</b> 1.10, 1.11, 1.14, 4.13, 4.15	Changes and improvements in Control Centre configuration for the security and emergency services	Q3 2011	Reduced capital outlay. Reduced annually recurring costs. Standardisation of approach across the emergency services. Streamlining of support structures needed	No action required by EPA.
<b>Actions identified by the EPA</b>					

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<b>EPA.6</b>	<b>4.13. 2</b>	<b>IMPROVED SERVICE DELIVERY</b>			
		<b>Within EPA:</b>			
EPA.6.1		Ongoing development of Environmental Queries Unit to ensure a more efficient response to environmental queries	Q1/2010 to Q4/2011	Improved efficiency and customer service. Enables strategic focus on customer needs. Single point of contact for public within EPA. Reduced time commitment for queries by technical staff.	Continual assessment and improvement. Develop web based FAQs and fact sheets to augment the service.
EPA.6.2		Improved provision of environmental Information on the EPA website e.g. SPLASH for bathing water.	Ongoing	Increased availability of data to all stakeholders, more self service, improved stakeholder experience.	Ongoing development adding new data streams to EPA websites
EPA.6.3		Develop new Environment in Focus section of the EPA website to meet demand from internal and external (e.g., EEA, CSO, Comhar, NSMC, policy makers, general public) stakeholders for accessible, up-to-date environmental indicators.	Q1/2010 to Q4/2010	Meeting multiple stakeholder needs through one streamlined mechanism.	Complete
EPA.6.4		Development of SEA WebGIS to provide tools to allow relevant Public Authorities to run environmental reports on proposed development plans to identify environmental impacts.	Q4/2011	Allows Public Authorities to immediately assess development plans and their potential impacts. Also reduces the time required by SEA Staff to respond to queries.	Defining the business requirements, develop details specification, develop application, deploy application and train users
EPA.6.5		Development of Dynamic Risk Enforcement Assessment Methodology (DREAM) to deliver a decision support tool which uses GIS to carry out integrated assessment of discharges to determine the potential environmental risk to surface waters. It will be used by EPA staff during enforcement processes to allocate priorities, enforcement resources and financial charges.	Q4/2011	Automatic calculation of risk, allows improved allocation of resources to manage sites and automated assessment of financial charges. Help the development of an enforcement approach for management and enforcement of WWDLs consistent with the Better Regulation Agenda.	Establish agreed risk methodology, implement methodology as dynamic GIS tool, develop user reporting tool
EPA.6.6		Continued development of Aquarius - a web based internal application which provides a central location for all water based environmental monitoring data.	Q4/2011	A single application for management of Water monitoring data within the EPA	User acceptance testing and roll out
EPA.6.7		Continuing to develop an Assimilative Capacity Tool for licensing and enforcement staff to determine the capacity of rivers to dilute discharges from urban waste water treatment facilities.	Q4/2011	Improved management of discharges by allowing staff to identify potential discharge exceedance and to apply appropriate license conditions	Establish agreed methodology and business requirements, implement methodology , develop user reporting tools within EPA LEMA project
EPA.6.8		Development of EPA GeoPortal on the website to provide the public with access to spatial data services.	Q4/2011	Better provision of environmental data to the public through web based download service, reduced requirement to supply data by post allowing more time for other added value projects	Finalise new ENVision WebGIS site, publish additional data, create and publish INSPIRE compliant metadata
		<b>With other organisations:</b>			
EPA.6.9		Further development of the Environmental Enforcement Network (EEN)	Ongoing	Improved consistency and effectiveness of environmental enforcement in Ireland.	Ongoing.
EPA. 6.10		Environmental Enforcement Network (EEN)- Pilot & roll out of National Environmental Complaints Line to local authorities	Pilot 2011	Customer Service. 24/7 reporting of environmental issues. Provision of systematic approach to complaints and support of National Complaints procedure.	Pilot has commenced. Evaluate pilot in Q 1 2011.
EPA. 6.11		Implementation of NWPP Initiatives	Ongoing	Savings will accrue to the organisations and sector players involved	NWPP continue engaging with the relevant sectors
EPA. 6.12		Work with EI, SEAI and IDA to develop Green Map for Business showing a variety of supports available to help with the Green Economy.	Q4/2011	Savings will accrue to the organisations and sector players who get involved with Green Initiatives	NWPP will continue to engage with the development agencies