

ENVIRONMENTAL PROTECTION AGENCY REVISED ACTION PLAN -
23 OCTOBER 2012
Public Service Agreement 2010 -2014 (Croke Park Agreement)
CIVIL SERVICE AND NON-COMMERCIAL STATE AGENCY SECTOR

EPA Ref No	Terms of the Public Service Agreement 2010 – 2014 (ref to relevant paragraph)	Action	Estimated Savings/Benefits arising 2010-2014	Target Date for Implementation in EPA	EPA Status Comment 22/10/2012
1. BETTER HUMAN RESOURCE MANAGEMENT					
Actions identified by the EPA					
EPA. 1		BETTER HUMAN RESOURCE MANAGEMENT			
EPA.1.1 - see also 2.5		Implementation of the EPA Corporate Learning Strategy (CLS)	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.	2010-2012	Implementation on-going. Pilot High Performance Team programme is being run with two teams looking at team purpose, team dynamics and team engagement. The pilot also incorporates Team Goal Setting, Informal Learning, Technical Capability and Coaching.
EPA 1.4 see also 5.4		EPA will continue to work with other Agencies operating in a similar environment (RPII, An Bord Pleanala, Heritage Council, NWPS etc) to identify areas where better collaboration and cooperation will yield efficiencies	Collaboration and cooperation will yield efficiencies.	Sharing of expertise and experiences ongoing	1. Participated in meeting with DOECLG & LGMA July 2012 re Public Sector Reform Agenda & Shared Services. 2.Updating of MOU's with other bodies under review.
EPA 1.5	4.18	Ongoing engagement with the FÁS Graduate Placement Programme	The EPA has identified 18 projects and to date in 2010 has engaged 13 graduates.	Ongoing. 18 Interns in place end 2011.	Excellent progress and on-going engagement with FÁS Graduate Scheme and the new JobBridge scheme. 25 people have completed placements with the EPA to date with at least 10 of these moving on to employment outside of the EPA / returning to full-time education. 19 people are currently placed with the EPA with opportunities for a further 9 placements identified.
Actions sought to address Government Request October 2012					
EPA 1.6		Workforce Planning	Better alignment of resource supply and demand enabling EPA to deploy staff to optimal effect.	Ongoing	Initial Plan completed August 2012 and submitted to DOECLG. Implementation of Plan ongoing with Annual Reviews
EPA 1.7		Streamlining and Rationalising of Management Structure	Reduced cost and greater devolution of responsibility	Q1/2013	The Programme Management structure is being rationalised through the reduction in Programme Manager posts by 33% from 12 to 8 and the creation of a new 8 programme structure for the EPA. The number of senior management posts is being reduced by 25% from 38 to 29 and the EPA is managing and adapting to this reduction through ongoing rationalisation, reorganisation and prioritisation.
EPA 1.8		Assess potential for voluntary redundancies/exit mechanisms	None	N/A	Staff reduction targets under ECF have been achieved. Following the preparation of the Workforce Plan no additional capacity for reductions have been identified. The EPA is therefore not in a position to avail of a voluntary redundancy programme and is not planning on placing staff on redeployment panels
EPA 1.9		Elimination of Allowances	Delegates Allowance has been eliminated since September 2012 will deliver savings of approx. €9,000 p/a.	Q3/2012	Delegates Allowance has been eliminated since September 2012 . The only other type of allowance paid historically (pre moratorium) is the acting up allowance where staff members were undertaking higher level duties and responsibilities for a temporary period
EPA 1.10		Proposal to reduce Absenteeism - see Ref CS 1.12 below	Improved attendance through proactive interventions and support.	Q4/2012 & Ongoing	Roll out of revised Sick Leave Policy with focus on role of line managers. Training Programme developed. Process of active sick leave absence management already underway.
EPA 1.11	Apx 1 of PS Reform Plan	Staff Climate Survey	Maintaining high performance by addressing any weaknesses identified by staff that could impact on moral and motivation.	Q4/2012	Satff Climate Surveys already conducted in 2005, 2007 & 2009. Arrangements in place to complete Staff Climate Survey by year end.

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Actions identified by the Civil Service and Non-Commercial State Agency Sector					
CS.1.1	Resources 1.5 4.3 4.4	Reduction in Public Service Numbers: Implementation of Employment Control Frameworks to reduce Public Service Numbers while maintaining services to the greatest possible extent		ECF target achieved for 2011	EPA is on target to meet ECF numbers at end 2012
CS.1.2	Redeployment 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.	More effective management of staff resources, alongside reduction in numbers in the Civil Service and state agencies. Better staff management. More effective skill set.	For the lifetime of the agreement	No staff surplus identified. EPA was unsuccessful in filling a post which was sanctioned for filling through redeployment. Directors post advertised in March 2012 was filled in Q3/12.
CS.1.3 See EPA 1.4 & 5.4	Reconfiguration 1.7, 1.8, 1.9, 4.3, 4.4 6.4	Rationalisation of State Agencies Implementation of the programme of rationalisation of State Agencies as has been determined, or that may be determined, by Government.	More effective use of resources, alongside reduction in numbers in the Civil Service and state agencies.	Ongoing over the life of the agreement. Critical review of potential for merger of EPA/RPII by mid 2012.	
CS.1.4	Reconfiguration 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.	More efficient use of capital resources and reduction in overhead costs.	EPA Letterkenny Office to close Q1/2012	
CS.1.5	Performance Management 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	Full participation in PMDS in EPA. On-line system in place with regular monitoring and reporting	Performance management fully functional and mature in the EPA. Revised CS PMDS Scheme will be reviewed in EPA in 2012
		o Introduce measures which strengthen the approach to tackling underperformance in the Civil Service			
		o Strengthen links between PMDS and disciplinary process			
		o Proactive monitoring of and promotion of better technical structures for completion of PMDS throughout the Civil Service			
		o Increase awareness of issues identified in the survey carried out as part of the review at end of 2009 among Departments			
		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.			
		All State Agencies will apply a performance management scheme.		see above	
CS.1.5	Recruitment 1.13, 1.4 1.8 4.9	Top Level Appointments Committee (TLAC) will be reconstituted to increase representatives from outside the Civil Service, with an external chairperson. Introduction of the Senior Public Service, initially in the Civil Service Open competition for positions at the highest levels in the Civil Service and State Agencies.	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.	1.N/A in EPA 2.EPA will participate when requested. 3. Already in place in EPA	A statutory Selection Committee in place for DG and Directors posts with formal appointments made by Government.

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CS.1.6	Recruitment 1.7 1.13 4.3 4.11 6.3.1 (i) 6.3.3	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) 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.	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	With immediate effect	PAS carries out recruitment process for DG and Directors posts.
CS.1.10	Resources 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.	Better management of the service. Higher performance. Reduction in expenditure, in particular of travel and subsistence	Local arrangements in place pending establishment of Regionalised EAP	Local arrangements in place pending establishment of Regionalised EAP. EPA following up with DOECLG.
CS.1.11	Attendance Patterns & Management 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 ?	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.	Q2/2012	Worksharing policy drafted Q2/12. Job Sharing Policy and Procedures already in place.
CS.1.12	Attendance Patterns & Management 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. See also EPA 1.10 above	More effective management of sick leave provision will result in greater productivity.	Revised Sick Leave Policy Q1/2012 incorporating provisions of Circular 11/2010. Active absence management and monitoring in place	Revised Sick Leave Policy approved by the Board in Q1/ 2012. Training Programme developed for roll out in Q4/12. Process of active sick leave absence management already underway.

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2. BETTER BUSINESS PROCESSES					
Actions identified by the EPA					
EPA.2	4.13. 1	MAKING THE EPA MORE EFFICIENT			
EPA.2.1		Implementation of the Licensing Enforcement & Monitoring Application (LEMA) Project	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	Release 1 - Q1/2012. Release 2 - Q2/2012	Phase 1 of the Lema project was complete.
EPA 2.1A		Change management programme for Enforcement: On line reporting of licensee reports	Maximise the number of transactions licensees can have with the EPA electronically through data automation which will enhance customer service, improve information sharing and reduce administrative burden & transaction costs. Efficiency in reporting and improved quality of data.	Jan-13	Preparation for pilot complete.
EPA.2.3		Implementation of the SharePoint project .	More effective e-record management system. Improved system for managing work processes. Improved internal communications.	Q1/2010 - Q4/2012. In place with ongoing developments	New intranet redeveloped resulting in improved internal communications. Records Management Policy developed. Implementation of Policy & Procedures currently underway.
EPA.2.5		Implementation of the EPA Corporate Learning Strategy	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.	2010-2013	Implementation on-going. Pilot High Performance Team programme is being run with two teams looking at team purpose, team dynamics and team engagement. The pilot also incorporates Team Goal Setting, Informal Learning, Technical Capability and Coaching.
EPA.2.6		Streamline Internal EPA Financial processes	Improved processes for financial management.	Work ongoing to be completed 2012	Started project to improve efficiencies in producing financial information.
EPA 2.7		Implement a programme to integrate the EPA Laboratory Services to deliver increased efficiencies	A more integrated and streamlined approach in meeting customer requirements	Q4/2014	
EPA.3	4.13.3	DRIVING COSTS DOWN			
EPA.3.1		Use of outsourcing and procurement frameworks to achieve Value for Money & reduce contract costs	Cost savings through use of framework agreements e.g. printing services, purchasing of IT equipment	Ongoing	Started to use the national framework for ICT consumable and continue to use national frameworks for purchases of PCs, laptops, and mobile phone services. On-going awareness programme on use of National Procurement Services in place.
EPA.4	4.14	BETTER REGULATION			
EPA.4.1	a	Further development and implementation of Risk Based approaches to enforcement	More efficient use of scarce resources.	Ongoing. System developed to be used for computation of 2012 enforcement charges. New pilot model for low risk sites under final assessment	Evidence of improvement in high risk priority sites. Risk/issue based compliance investigations introduced for Urban Waste Water Treatment Plants.
EPA.4.1	b	Development & implementation of Risk Based approaches to enforcement of new work areas	More efficient use of scarce resources.	System developed to be used for risk determination and focused activities.	risk methodology for OSTP designed and going out for stakeholder consultation.
EPA.4.1	c	Development of sectoral approaches to enforcement	More efficient use of scarce resources.	System developed to be used for sectoral interaction and focused enforcement.	Sectoral plans being implemented across industrial, waste, wastewater and drinking water activities.
EPA.4.2		Undertaking eGovernment initiatives	Improved service delivery to customers.	Initiatives ongoing e.g. LEMA, EDEN etc.	Ongoing . See EPA Refs 2.1; 2.2; 2.3;2.4; 2.8; 3.4; 5.1; 6.2; 6.3; 6.4; 6.5;6.6; 6.7 and 6.8.
EPA.5	4.15	SHARED SERVICES			
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	One stop shop for the exchange of all environmental data in Ireland - follows the European reporting principle of "report once use many"	Ongoing development with different delivery dates for each system - Ph 3 - June 2011	New functionality was added to the Waste Water discharge licences portal to allow more interaction between the licensee and the EPA. A system to allow Local Authorities to report all Bathing Water Directive related information was developed and rolled out in August 2012. Work in relation to the integration of public analyst laboratory data, Marine Institute and EDEN monitoring data system is progressing.
EPA.5.2		Use of Framework Agreements	Cost savings through use of framework agreements e.g. printing services, purchasing of IT equipment	Ongoing	Frameworks are being used for IT equipment and mobile phone rates.

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EPA 5.4 see also 1.4		EPA will continue to work with other Agencies operating in a similar environment (RPIL, An Bord Pleanála, Heritage Council, CSO, Bord Bia, NWPS etc) to identify areas where better collaboration and cooperation will yield efficiencies. Publish MOUs on EPA website by Q4/2012	Collaboration and cooperation will yield efficiencies.	Ongoing. MOUs in place with 14 organisations. Publish MOUs on website Q4/2012	1. Updating of MOU's with other bodies under review. 2. Met with Bord Bia a number of times to advance resource efficiency and support their development plans. 3. Met DJEI and follow-up to advance discussions on Green Economy policy. 4. Support RPIL by sharing EPA experience in environmental risk assessment 5. Successfully exchanged data with CSO to reduce EPA costs and effort in national waste inventory work
EPA 5.5		Procurement of an integrated HR/Training /Payroll system	A single integrated system will replace 7 separate HR/Finance systems currently in place.	Q4/2013	Business case developed and issued to DOECLG Q2/12. Approval obtained Q3/12 from DOECLG to utilise LGMA Framework for integrated HR system. Planning underway but progress on implementation will depend on availability of funding.
Actions sought to address Government Request October 2012					
EPA 5.7		Interaction with Local Government Shared Services Programme	More efficient use of resources; greater economies of scale	Ongoing	The EPA is engaging with DOECLG and LGMA Shared Services Programme to identify potential shared Service opportunities arising out of that programme.
Actions identified by the Civil Service and Non-Commercial State Agency Sector					
CS.2.1	Business Process 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.	Greater efficiency on the delivery of services and reduced costs.	Active process of Business Analysis/review ongoing.	Collaboration ongoing between new NWCPD and EPA. Data sharing & exchange protocols established. EPA funded IT system fully adopted by NWCPD. Also arrangements for using EPA reporting portal EDEN made available (single sign-on efficiencies). New opportunities with Westmeath Co Co explored for data management efficiencies and waste facilities.
CS2.1b	Business Process 4.13	Increased use of Business Process Re-engineering to bring about administrative simplification and enhanced user choice and experience through electronic reporting of waste management plans and reports by self-complying producers (WEEE, F-Gases, ODS). This will include the provision of services online, reduced data entry, reduced collection of duplicate data and the centralisation of transaction handling. Also IT system to manage national PCB inventory more efficiently.	Greater efficiency on the delivery of services and reduced costs.	Q1 2012	1. CRM system for PCB inventory went live. 2. System for F-Gases in prep.
CS.2.3	Shared Service 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:	More efficient services, reduced staff requirement and low	EPA will participate when requested	
		· human resource management, · payroll, · pensions administration including the new public service pension scheme, · financial management · ICT.			
		Functions may be migrated to existing shared services operations where appropriate.			

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CS.2.4	Procurement 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.	More efficient use of resources; greater economies of scale	EPA using NPS eTenders and Frameworks.	The EPA is continuing to avail of these services.
3. DELIVERING FOR THE CITIZEN					
Actions identified by the EPA					
EPA.6	4.13. 2	IMPROVED SERVICE DELIVERY			
		Within EPA:			
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.	Allows Public Authorities to immediately assess development plans and their potential impacts. Also reduces the time required by SEA Staff to respond to queries.	Q4/2012	Ongoing - Options for development being considered using the EPA's Environmental Information System.
		With other organisations:			
EPA.6.9		Further development of the Environmental Enforcement Network (EEN)	Improved consistency and effectiveness of environmental enforcement in Ireland.	Development ongoing	Two new cross agency working groups established for domestic wastewater treatment systems.
EPA. 6.11		Implementation of national Resource Efficiency activities through the NWPP Initiatives and through Clean Technology Research	Savings will accrue to the business organisations and sector players involved	Ongoing	Most recent report to Government demonstrates that EPA Resource Efficiency assistance to enterprises yielded €5.6M savings to Hospitality Sector; €5M savings to various other business groupings; and €1.6M savings in Healthcare sector. These savings represent a 10:1 return on EPA investment of €1.22M in Green Economy activities. In addition the EPA has recently completed a business sector grant aid call to the value of €300,000 in 2012 to assist them to develop more economic and environmentally sustainable activities.
EPA 6.12c		Collaboration with Health Services Executive Estates Management team to investigate resource efficiency at hospitals, in particular food waste.	Identify potential food waste and other resource savings (water, energy)		Hospital membership expanded. New web resource for Health Services Resource Efficiency opportunities completed and due to be formally launched in Q4
EPA 6.13		Development and Implementation of SLA between EPA and DOECLG	The SLA will ensure clear service ownership, accountability, roles and responsibilities of both EPA & DOECLG.	SLA to be developed Q4/2012. Implementation ongoing	SLA drafted and submitted to DOECLG September 2012.
EPA 6.14		Developing new EPA Strategic Plan involving a review of core objectives, activities and priorities of the Agency. Consultation with stakeholders is a critical part of the development of this plan.	Improved service delivery tailored to meet citizen needs. Engagement and consultation with stakeholders, customers, identification of service targets and channels. Prioritisation of strategic activities for next 3 years.	Q4/2012	Extensive public consultation process underway including focused consultation with relevant Government departments, other agencies / organisations, NGOs etc. On line facility available for public consultation.
EPA 6.15		Collaborate with Bord Bia, Enterprise Ireland, SEAI, Small Firms Association, IBEC, Enterprise Boards, Irish Hotels Federation, Irish Hospitality Institute, IFA, and others to provide Green Economy support services to businesses that improve their economic and environmental resilience.	Reduces costs of doing business, innovation, green growth, partnership, knowledge sharing	Ongoing	Numerous national workshops to business forums. National information Roadshow in November.
EPA 6.16		Assist DoECLG, DPR and DJEI in delivering policy relevant information to support Green Growth, jobs and sustainable enterprise initiatives (input to the following national Strategies:- Green Public Procurement (DPER & DoECLG, 2012); Green Economy (DJEI, 2012); Delivering Jobs Locally (DECLG, 2012); A Resource Opportunity (DECLG, 2012) & Our Sustainable Future (DoECLG, 2012))	Development of more economically and environmentally resilient enterprises and public bodies	end 2012	Successful reference to the business benefits and supports available through EPA BeGreen initiative in 5 recent major national Policy Documents (DoECLG, DPER & DJEI)

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Actions sought to address Government Request October 2012					
EPA 6.17		External Service Delivery	Releasing staff for core priority work.		The external service delivery model has been used extensively by the EPA for many years e.g. The Environmental Research Programmes; NWPP; Air Emissions monitoring; Management of Landfill Site at Kerdiffstown . More recently enforcement compliance for controlled substances and materials e.g. WEEE and CFC. See below for details of specific actions being undertaken and to earleir versions of the EPA Action Plan on completed actions.
Actions identified by the Civil Service and Non-Commercial State Agency Sector					
CS.3.1	New technology 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.	Maintaining or improving service to the public.	Technology Change Programme in place in EPA	
CS.3.3	New Technology 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.	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,	From Q1/2011. The new data communication network is now in place and EDEN continues to be used by local authorities. The EPA continues to monitor and analyse its communications services to ensure value for money and that efficient service is provided. Phase 1 of the development of EPA's environmental systems will be complete in 2012.	The new data communication network is now in place and EDEN continues to be used by local authorities. The EPA continues to monitor and analyse its communications services to ensure value for money and that efficient service is provided. Phase 1 of the development of EPA's environmental systems is complete.
CS.3.4	New Technology 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	Standardisation of approach across the public service. Streamlining of support structures. Reduced call charges for public bodies. Reduced annually recurring costs	From early 2011 using a programmed approach	Continue to use national frameworks for mobile phone services.