

Public Service Agreement 2010 -2014 (Croke Park Agreement)
TRANSPORT NON-COMMERCIAL STATE AGENCY¹ (NCSA) SECTOR
ACTION PLAN
Submission on 6 January 2011

1. Review of Staffing Levels and Structures <i>Actions under this heading include Resources within Agency, Resources in agencies -, Strategic review of Structures</i>				
Terms of PSA 2010 2014)	Action	Timeframe		Benefits Arising 2010 - 2014
		Year	Qtr.	
1.13/4.11	Recruitment by all agencies, where relevant, from outside the public service to attract staff with appropriate skills.	Ongoing		Speedy matching of required skills with available skillsets, to deliver key business priorities including safety critical agenda.
1.10	Complete merger of Commission for Taxi Regulation into National Transport Authority leading to consolidation of corporate affairs, regulatory and finance functions thereby reducing costs. Commencement Order signed 21 December 2010.	2010	4	Operational efficiencies and streamlining of services through agency rationalisation
4.4	Rollout of e-working by provision of Remote Access Systems in the Road Safety Authority. Completed November 2010	2010	4	Increased productivity in Admin as data entry can be done by enforcement officers. Build the framework for future activities e.g. On-Spot fines, risk register. Improve road safety
1.10/4.13	Maximise existing use of Tele, video conferencing and web based facilities for meetings in the NCSAs	2011	1	Maximise the use of staff time. A safe driving for work policy implementation through less exposure. Financial savings in travel & subsistence to decrease by 15% across management / admin grades Reduced printing costs through file sharing
1.10/4.4	Review resource requirements and flexible working arrangements to ensure optimum productivity and availability in the Railway Safety Commission	2011	2	Increased efficiency and potential saving in T&S and staff time

¹ Agencies = Railway Safety Commission (RSC), Commission for Aviation Regulation (CAR), National Transport Authority (NTA) which now includes Commission for Taxi Regulation (CTR), Medical Bureau of Road Safety (MBRS), National Roads Authority (NRA) and Road Safety Authority (RSA).

1. Review of Staffing Levels and Structures *Actions under this heading include Resources within Agency, Resources in agencies – , Strategic review of Structures*

Terms of PSA 2010	Action	Timeframe		Benefits Arising 2010 - 2014
1.9	Create Centre of Excellence (through amalgamation of NRA and RPA) in procurement, engineering and planning to deliver services to others.	2011	4	Business process improvement, enhanced resource utilisation and the creation of a centre of excellence in planning, procurement and delivery of infrastructure. Capacity to negotiate and secure finance for PPP projects on best possible terms strengthened. Commercial experience of RPA will be invaluable on Roads side as it moves from construction to managing the Network. Scope for rationalisation of Admin support services and Management Structure. Strengthened capacity to interact with local government in respect of planning matters, development contributions, traffic mgt etc. The new body will have the potential to take on additional infrastructural functions. A reduction of the order of €3-4 million is expected to be made in the combined annual admin budgets of the NRA and RPA from the third full year of operation of the merged body
1.5	ECF target to be achieved across the Transport family for each of the years as indicated: 2011 – NCSA's 540 2012 – NCSA's 521 2013 – NCSA's 498 2014 – NCSA's 487	Annual	4	Cost savings resulting from reduction of Staff numbers in the NCSAs
1.13/4, 1.1/4.3	Avail of the redeployment panel, to the maximum possible extent, over the next 2 years and integrate staff to address key skill gaps, imbalances in workload and staff availability or otherwise improve the efficiency of service delivery in the participating organisations.	2012	1	Optimises best fit of skillsets, costs savings and improved efficiency in the public service.
4.4	Extend existing Remote Access options within the NCSAs, to cover options in addition to email (e.g. remote login) in line with Smarter Travel Plan 2009-2010 to achieve modal shift.	2012	4	Allow staff to undertake work while away from offices contributing to efficiencies of services and reduced costs.

2. Greater Flexibility. Actions under this heading include Redeployment, Staff assignments to agencies, Targeted outsourcing, Cross stream reporting				
Terms of PSA 2010 - 2014	Action	Timeframe		Estimated Savings/Benefits Arising 2010 - 2014
		Year	Qtr.	
4.3	Managed assignment of Department staff to NTA for period of 24 months. In place.	2010	4	Improved efficiency in the public service.
1.10	Plastic card driving licence – report and analysis of implementation options Report Phases, completed	2010	4	Depending on implementation there may be possible cost savings/benefits.
1.10	Examine options for centralisation of driving license functions and implement outcome of review. – Review Phase, commenced	2010	4	Depending on implementation there may be possible cost savings/benefits.
1.10	Reduction in duplication of effort – NCSAs to utilise the Public Appointments Service, where appropriate to run their competitions.	2010 (original) Ongoing (revised)	4	Improved efficiencies across the organisations.
4.3	Place staff on redeployment panel, having sought volunteers. In the absence of volunteers identify staff on LIFO ² basis	2011 (original) Ongoing (revised)	1	Achieve ECF target resulting in cost savings and improved efficiency in the public service.
4.18	The RSA will implement FAS Workplace Programme	2011	1	Assist in advancing specific/specialised projects. Offering applicants a high quality learning focussed placement within RSA
1.10/4.13	Undertake a review of the Driver Testing service and implement recommendations of review, where acceptable. – Completion of Review	2011	1	Cost savings and improved efficiency in the public service.
1.10	Examine options for centralisation of driving license functions and implement outcome of review. – Implementation Phase	2011	4	Cost savings and improved efficiency in the public service
1.10	Examine potential for zonal fares across all operators in the Greater Dublin Area	2011	Q4	Improved efficiencies

² Last In First Out

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Terms of PSA 2010 -	Action	Timeframe		Estimated Savings/Benefits Arising 2010 - 2014	
1.9/4.4	Capability to extend the skill capacity of employees into a number of adjacent disciplines in addition to their core skill set and maximise flexibility of the RSA's frontline staff	2011	4	To maximise the effective and efficient use of the Authority's staff resources in the delivery of service to our customers. Driver testers who are also skilled as Transport Officers / Vehicle Inspectors Ability to deploy staff resources to meet the RSA's prioritised service needs Increased service delivery capacity A better skilled and more flexible workforce Avoiding sanction for non compliance with EU Enforcement rules	
4.15	Outsourcing of NCSAs payroll administration function (where relevant) in line with agreed Service Level Agreement.	2012	1	Streamlining of services across the NCSAs and redeployment of staff to critical business areas	
4.3	The subsequent transfer of staff back from NTA to Dept on a phased basis and placing resultant surplus staff on redeployment panel	2012	4	Improved efficiency in the public service.	
1.10/4.13	Review, with cooperation of the RSA, of the Driver Testing service and implement recommendations of review, where acceptable. – Implementation	2012	4	Cost savings and improved efficiency in the public service.	
1.9/4.4	Multi-disciplinary teamwork and enhanced cross stream reporting initiatives in NCSAs e.g. mechanism to manage peaks and troughs in enforcement, regulation and emergency response roles	2012	4	Maximise flexibility and productivity, improving delivery of such services through standardisation and reduction of duplication of effort.	

3. *Business Processes.* Actions under this heading include Shared Services, Shared contracting, Updating of ICT strategy and online systems, Absence/attendance management policy, Underperformance management, Re-engineering of business processes, Department Accommodation.

Terms of PSA 2010 - 2014	Action	Timeframe		Estimated Savings/Benefits Arising 2010 - 2014
		Year	Qtr.	
3.17	Establishment of RSA "GreenTeam" as a partnership project and deliver on reduced energy usage reduced landfill refuse volumes and increased recycling	Ongoing		Cost savings Improved efficiency in the public service Reducing carbon footprint of RSA
1.6	Customer Care Centre Implement a dedicated customer care centre for all telephone callers to the RSA, increasing phone answering levels from 73% of call answered to a target of 95% or better of calls answered within 20 seconds.	2011	1	Administrative efficiencies to be gained by centralising the function in a dedicated location. Target of 95% of telephone calls answered within 20 seconds. Extend opening hours to 8.00am to 6pm five days per week. Savings of €56,000.
3.9	Maximise use of new RSA website to better serve customers and reduce volume of publications and printing costs	Ongoing		Enhanced customer service. 24 hour access to publications, ability to manipulate research data on line Cost savings of €100,000 per annum
	Reconfigure the delivery of the bus licensing service by the NTA to reduce time of delivery	2011	1	
1.10	Reduction of dependence by NCSAs, where relevant, on external resources for IT support (Link to Shared Services in general)	Ongoing		Cost savings and improved efficiency in the public service.
1.10/4.13	NCSAs participate in CMOD Mobile Telephony Framework and Landline Frameworks	Ongoing		Cost savings and improved efficiency in the public service.
1.10	Ongoing Review of energy costs in all NCSA offices of the sector	Ongoing		Cost savings and improved efficiency in the public service.
1.10	Driver Testing Technical Service Accreditation – introduction of ISO standard 17024 in the Road Safety Authority.	2011	Q4	1. Transparent evidence based management of the DTS 2. Enable effective QA processes 3. Professionalise the service 4. Consistent service to customers 5. Increased efficiency 6. Minimise productivity loss 7. No additional cost

3. Business Processes. Actions under this heading include Shared Services, Shared contracting, Updating of ICT strategy and online systems, Absence/attendance management policy, Underperformance management, Re-engineering of business processes, Department Accommodation.					
Terms of PSA 2010	Action	Timeframe		Estimated Savings/Benefits Arising 2010 - 2014	
1.10	Driver Testing Technical Staffing - introduction of externally awarded formal qualification for all driver testing technical staff in the RSA. The training will be at a higher level than the current FETAC Level 6 awarded to Approved Driving Instructors and will be HETAC accredited.	2011	Q4	Significant enhancement of expertise of driver testers, ensuring consistency and optimise service delivery.	
	Develop an integrated website for the National Transport Authority	2011	Q4	Efficiency and consistency in delivery of services	
1.10/4.13	NTA will integrate the modelling activities of the RPA and NTA to eliminate duplication	2011	Q4	Improved efficiencies across the two organisations	
1.10/4.13	NTA will develop an integrated multimodal journey planner	2011	Q4	Improved efficiencies and enhanced customer services	
1.10/4.13	NTA will develop Real-time Information System for bus passengers	2011	Q4	Improved efficiencies and enhanced customer services	
1.10 /4.13	Development by the NRA of electronic consent application processing system to enable road openings for access to utilities/communications infrastructure.	Under-way		Efficiency and consistency in processing applications and cost effectiveness.	
Various	An online staff suggestion forum is to be considered by NCSAs as part of the consultation process with staff.	2011	1	Possible Further proposals for cost savings and improved efficiency in the public service.	
1.10	Implement National Procurement Service Framework Agreement across the NCSAs	2010 (original) Ongoing (revised)	4	Reduced costs.	
1.13	Performance Development in NCSAs through PMDS with key focus on substantially improving compliance with the PMDS timeframes for performance appraisals.	2010 (original) Ongoing (revised)	4	Improved performance and enhanced delivery of public services	
1.13	Implement an absence/attendance management policy in NCSAs focused on reducing absences with regular reporting and cost of absences included. Commencing timeframe	2010	4	Reduction in absences and increased efficiencies in business	
1.13	Strengthen existing work on underperformance management, in the NCSAs implementing the Underperformance Guidelines through training and support for managers. Commencing timeframe	2010	4	Improved staff performance and more efficient service	

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Terms of PSA 2010	Action	Timeframe		Estimated Savings/Benefits Arising 2010 - 2014
1.10	Review purchase of publications and cost of producing NCSAs publications to reduce printing and distribution costs.	2011	1	Cost savings and improved efficiency in the public service
1.10	Review of NCSAs Advertising Policy to advertise online as much as possible and/or one national paper only	2011	1	Cost savings and improved efficiency in the public service Improved effectiveness of RSA public education and awareness
1.10	Enable applicants for travel trade and airline operating licences to make electronic applications to CAR. Available to the travel trade since November 2009 and rolling out in 2011 for airline operators	2011	1	Easier, faster and reduces duplication – retains static data to minimise re-entry of data
1.13	Focussed training aligned to enhance performance and develop skill sets in the NCSAs, with particular emphasis on continuous training needs of professional and technical staff, programme for mentoring and coaching of staff and mandatory Management Training.	2011	2	Improved skills and performance and enhanced delivery of public services
3.7	Implementing RSA enterprise wide management systems Certified to ISO 9001	2011	3	Providing Independently verified Management systems. Re-engineering of workflows and processes Increased efficiency Enhanced consistence in customer service Annual savings €115,000
1.11	Implement centralised HR shared services for NCSAs	2011	4	Standardisation of routine transactions reduced duplication of effort and reduced cost.
1.10	Explore options for shared contracting by NCSAs where synergies exist across a number of functions and/or Department and/or agencies (e.g. office cleaning, telephony services etc.)	2011	4	Cost savings and improved efficiency in the public service.

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4.13 and para 9 of Gov't's TPS	Procurement / enhancement of online systems by RSA e.g. – ; Digital Tachograph Application System, on line Driver Testing Application) DTAs – Implementation of electronic table/Data capture solution and expansion of online booking management in Driver testing	2011	4	More effective collaboration & improved efficiency in the public service Increased productivity in Tacho admin section by automating data entry and enhancing customer service through online application for tachograph cards. Reducing the admin burden on haulage and bus operators Remove need for five additional staff – cost avoidance Increased productivity in DT back office by removing manual data entry of test results Fewer 'no shows' for driving tests as user will select date online thereby reducing lost capacity Real time and more effective reporting to facilitate monitoring and supervision of driving tests Resource savings
1.10	NTA examining an on line system for Bus Licensing applications			Reduction in costs and increased efficiency.
1.10/4.13	Introduction of Worksmart ³ and collaboration tools with associated change of work practices	2011	4	Efficiencies in delivery time and reduced duplication of effort
	RSA to review the Driver Testing Technical supervisory structure and grading	2011	4	Quality Assurance in DTS, Ensure auditable test consistency by tester, test centre and region
Paragraph 4.13	CAR review of the Ground Handling Licensing Regime with a view to identifying efficiencies	2011	4	Simplify the ground handling approval structure

³ Worksmart projects using Sharepoint and other relevant technologies

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Terms of PSA 2010	Action	Timeframe		Estimated Savings/Benefits Arising 2010 - 2014
4.4	Maximising Driver Testing Productivity by the RSA – increasing number of tests per day and exploring the concept of annualised hours	2011	4	Increased productivity by a minimum of 5,000 driving tests per annum. (Value €375,000) Enhanced public service delivery Reduction in numbers of tests lost and consequent savings in resources, time and money Reduction in overtime Minimising wait times Savings of €83,400 for Christmas day closedown across organisation
1.10	Implementation by the RSA of the Commercial Vehicle Roadworthiness Testing Reform Programme in Ireland.	2012	1	Improved road safety, reducing deaths and injuries from road traffic injuries Reduced costs to the economy Reduce congestion on key roads (e.g. M50, Port Tunnel)
1.10	NTA to develop GIS database of bus stops, routes etc. to support decisions on bus licensing applications and public service contracts	2012	4	Reduction in costs and increased efficiency.
1.10	Plans have been drawn up by the Medical Bureau of Road Safety to carry out in-house repairs to reduce service costs on (a) breath screening devices and (b) the new generation of Evidential Breath Testing instruments from 2011 onwards thus reducing in the longer term costs accruing.	2010 – 2012		Reduction in costs and increased efficiency.
1.10	The Medical Bureau of Road Safety recently introduced confirmatory testing at the Bureau's premises for cannabis and will commence confirmatory drug testing for the benzodiazepine class of drugs in the very near future.	2011 – 2012		Reduction in costs and increased efficiency