



An Roinn Caiteachais
Phoiblí agus Athchóirithe
Department of Public
Expenditure and Reform

Civil Service Renewal

Alan Plummer

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www.gov.ie



CIVIL SERVICE RENEWAL 2030



Deliberative work underway since 2019 – reflecting on achievements of 2014 CS Renewal Plan, the challenges facing the Civil Service now and in to the future and key areas for the next reform programme



Shaped by a Taskforce of senior officials and extensive consultation with Secretaries General and Management Boards. Development of detailed proposals from Strategic Working Groups



Informed by the results of Civil Service Employee Engagement Surveys; Townhalls; learnings from the response to the COVID-19 pandemic; lessons learned from the Organisational Capability Review programme (7 reviews completed to date) and the overall strategic context in which the Civil Service operates



Strategy will ensure that the Civil Service continues to improve and deliver across all of its functions for the Government and to serve the public



Strategy launched by the Taoiseach and Minister for Public Expenditure and Reform following Government approval in May 2021



CIVIL SERVICE RENEWAL 2024



Overall Strategy is to be delivered by a series of 3-year Action Plans, the first of which is Civil Service Renewal 2024

Our Vision



CIVIL SERVICE RENEWAL 2024



Theme 1: Digital First and Embedding Innovation



Theme 2: Workforce, Workplace and Organisation of the Future



Theme 3: Evidence-Informed Policy and Services



Delivering on our 2030 ambition

CSR2030 Framework

Digital First

- Build globally recognised digital services through co-creation with our stakeholders and the public ensuring that 90% of applicable services are consumed online
- Build 24/7 services providing consistent, integrated and end-to-end digital solutions
- Build a digitally skilled workforce enabling the Civil Service to realise a “Digital First” culture
- Foster public trust in the safety, transparency and value of digital solutions



CSR2024 delivery

- New services delivered online through co-creation and collaboration with our stakeholders and the public
- New services providing consistent, integrated, accessible and end-to-end digital solutions
- First iteration of the Life Events Portal
- ICT Professionalisation Strategy published
- New Civil Service Competency Framework includes digital and data skills
- Significant delivery of the 8 GovTech actions

Embedding Innovation

- Build citizen-centric innovation by putting citizens and users at the centre
- Create a culture of innovation where all staff are empowered to innovate
- Scale up innovation through working across sectors and organisations
- Drive transformative innovation across the Civil Service by pioneering change.



- Public and staff engagement in reviewing and designing services
- Civil Service organisations with innovation ambitions in corporate documents
- Civil Service staff upskilled in innovation
- Recruitment and promotion campaigns reference innovation as a requirement
- Dedicated innovation spaces and channels established to foster collaboration
- Emerging trends and technologies captured and used as appropriate
- Public Service Innovation Advisory Board providing strategic vision, oversight and guidance to the development of innovation across the Civil and Public Service

Delivering on our 2030 ambition

CSR2030 Framework

Workforce of the Future

- Develop and implement flexible working models
- Develop and introduce a new workforce planning framework
- Prioritise and drive the development of key skills for the workforce of the future
- Continue to develop strategic HR capacity



CSR2024 delivery

- Civil Service Blended Working Framework and associated Departmental policies implemented
- Flexible working models and ways of working explored
- Departments and Offices have workforce plans in place
- Civil Service current and future skills needs mechanism developed
- Recruitment processes aligned with business needs
- Revised competencies for the Civil Service Workforce of the Future
- Reviewed performance management policy, culture and process
- Strengthened leadership skills and capability at all levels
- Additional pathways to attract and develop talent
- Effective and fit for purpose HR services and supports available across the Civil Service
- A more diverse Civil Service workforce
- Equality, Diversity and Inclusion (EDI) focused data gathering, reporting and analysis
- Work commenced on a Human Capital Management (HCM) System to transform and integrate our HR and payroll systems

Workplace and Organisation of the Future

- Review and deliver organisational structures that foster greater agility and collaboration
- Re-imagine our workplaces to deliver better public services
- Expand and maximise the potential of shared services
- Foster workforce equality, diversity, inclusion and well-being
- Promote a positive workplace culture that aligns with Civil Service values



- An enhanced and accelerated model of delivery for the Organisational Capability Review Programme
- Review of the Civil Service organisational structure and design completed
- Agile and flexible workplaces meeting business needs and delivering better services to the public in place
- Expanded suite of shared services identified for the Civil Service
- Culture and values of the Civil Service reaffirmed
- Civil Service Employee Engagement programme enhanced
- Increased provision of public services through the Irish language

Delivering on our 2030 ambition

CSR2030 Framework

Strategic Policy Development

- Review, develop and invest in our strategic policy infrastructure
- Further develop a rigorous, professional and evidence-informed approach to policy development
- Prioritise and incentivise greater whole-of-government policy development and implementation
- Develop our strategic foresight capability



CSR2024 delivery

- Multi-disciplinary Strategic Policy Units across Departments where evidence informed policy making is conducted through bridging data insights to policy decisions established.
- A new 'Strengthening Policy Making Framework' launched
- A best practice and maturity framework for policy outreach and engagement
- First Government of Ireland Future Readiness Report published

Insights-driven Decision-making

- Build a framework to inform the public about why their data is collected and how it is managed and used
- Develop the Irish Government Economic Evaluation Service (IGEES) as an effective bridge between data insights and public policy
- Further develop the National Data Infrastructure (NDI) to ensure provision of and access to the data needed for policy development



- Support the Civil Service in developing analytical capability, professionalism and innovation in a structured manner drawing together, and building upon, developmental initiatives including OneLearning and IGEES.
- Library service for Policy Analysts established
- Further roll out of the NDI through the CSO
- Progress the objectives of the Open Data Strategy 2022 and its successor

Examples of progress to date



CSR2024 Theme



Theme 1: Digital First and Embedding Innovation



Theme 2: Workforce, Workplace and Organisation of the Future



Theme 3: Evidence-Informed Policy and Services

Examples of CSR2024 in Action

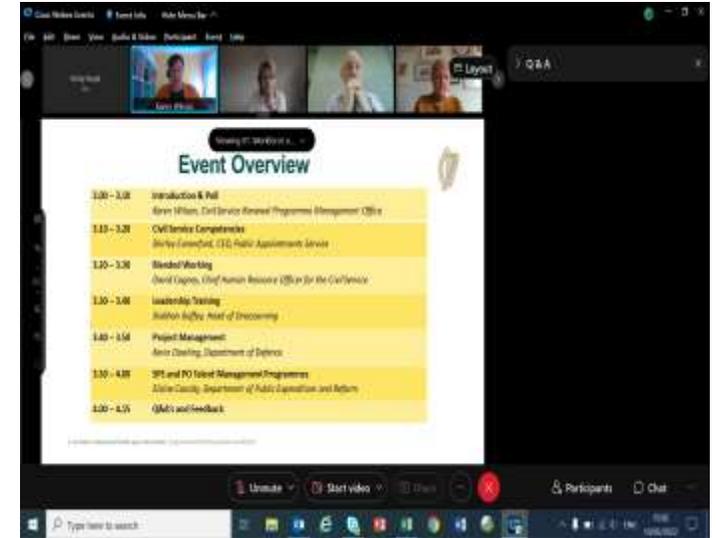
Public Consultation on Key Services for Digitalisation

OneLearning Courses: Managing a Blended Workforce, Service Design

Strategic Foresight Project

Implementation

- Support of the Civil Service Management Board
- Dedicated website for civil servants
www.csrenewal.per.gov.ie
- Webinars on themes
- Monthly Newsletter





Excellence and Innovation Awards

Held annually to showcase and celebrate examples of outstanding excellence and innovation in the Civil Service

Ceremony in St Patrick's Hall, Dublin Castle attended by the Taoiseach, Minister for PER and the Civil Service Management Board

New category for the 2022 Awards on Climate Action

World Class Civil Service

COVID-19 Vaccination Programme

Department of Health/Health Service Executive/High Level Taskforce



**Civil Service
Excellence and
Innovation Awards**



Employee Engagement Survey

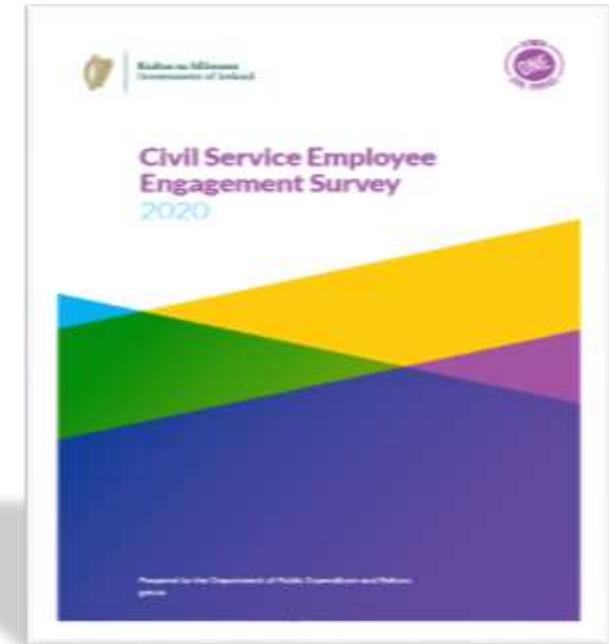
Three 'like for like' Surveys conducted so far: 2015|2017|2020

2020 results very positive overall – 23 of the 24 theme scores have improved showing the value of the Survey and taking action

Public Perception and Involvement Climate an ongoing challenge

65% response rate in 2020 – compares very favourably internationally

Next Employee Engagement Survey in September 2023



Next phase of Public Service Transformation



Work to develop the next phase of Public Service Transformation is underway as a successor to the Our Public Service programme

It will draw on a substantial evidence base including the lessons learned from the public service response to the COVID-19 pandemic

It will also align where relevant with the strategic direction of Civil Service Renewal 2030

Key role for the Public Service Leadership Board – senior leaders from the Public Service

Thank you

Email: csrenewal@per.gov.ie

Further information on Civil Service Renewal
<https://www.gov.ie/en/policy/fe5872-civil-and-public-service-reform/#civil-service-renewal>

Further information on Public Service Reform
www.ops.gov.ie



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