

PUBLIC SERVICE AGREEMENT 2010 – 2014 (CROKE PARK AGREEMENT) Action Plan

Department/Office/Agency: FÁILTE IRELAND

1. Summary of Main Progress Achieved in the Six Month Period April 2011 to September 2011

- Overall savings achieved in the period amounted to €928k in total
- Fáilte Ireland is continuing to reduce staffing under the ECF, a further 4 WTEs have been reduced since April 2011 giving a saving of €65k.
- The number of seasonal staff employed for our Tourist Information Office network has been reduced by 50% - a cost reduction of €400k.
- We are responding to a request from the National Transport Authority to redeploy staff between the respective agencies
- Fáilte Ireland is participating in the JobBridge programme and providing work experience for up to 25 Interns on specific short term projects.
- Fáilte Ireland has commissioned an independent review of Dublin Regional Tourism Authority by Grant Thornton, to review, consider and identify an appropriate business model for Tourism in Dublin into the future.
- A new time and attendance system has been implemented since June 2011. The system provides a consistent company-wide approach to the recording and monitoring of absenteeism.
- Shorter Working Year arrangements have resulted in savings of €53,000 for the period April 2011 – September 2011.
- Career Breaks are on-going with savings of €220,000 in the period April to September 2011.
- Enhancements to the Key Account Management Systems (KAMS), to streamline the resource requests for follow-up supports and action plans for key industry partners, have been implemented through the use of intelligent forms and automated workflows.
- During 2011 Fáilte Ireland has engaged with third parties to deliver visitor engagement services using alternative business models

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2. Detailed Progress update for the 6-months – April to September 2011

TERMS OF THE PUBLIC SERVICE AGREEMENT 2010 – 2014	ACTION	TARGET DATE AS PER CURRENT ACTION PLAN	CURRENT POSITION
<p>Resources</p> <p>1.5 4.3 4.4</p>	<p>Reduction in staff numbers</p> <p>We will implement the Employment Control Framework to reduce staff numbers, while maintaining services to the greatest possible extent.</p> <p>We have a track record in this regard. Recent initiatives have generated significant reductions:</p> <ul style="list-style-type: none"> • The moratorium on recruitment has so far resulted in a reduction of 46 whole time equivalent staff positions • The incentivised scheme of early retirement has so far resulted in a reduction of 13 staff. <p>Over the next two years, a further 12 staff are scheduled to leave the organisation. These figures do not take account of short-term staff shortages resulting from maternity leave, sick leave, career breaks etc, and forecasts cannot take account of unforeseen resignations, retirements on the grounds of ill-health, or deaths in service, of which there have been several over recent years.</p>	<p>For the lifetime of the Agreement or until the Employment Control Framework targets have been achieved</p>	<p>Under the Employment Control Framework Fáilte Ireland's target for Whole Time Equivalent (WTEs) is 309 posts by the end of December 2011. At the end of September the WTE was 327.90 - representing a reduction of 4 WTE's since April 2011 and a cost saving of €65k.</p> <p>The number of seasonal staff employed for our Tourist Information Office network was reduced by 50% with a cost reduction of €400k.</p> <p>Additionally, we are responding to a request from the National Transport Authority to redeploy staff between the respective agencies by circulating the request to all our staff and providing expressions of interest to The NTA.</p> <p>Fáilte Ireland is participating in the JobBridge programme and providing work experience for up to 25 Interns on specific short term projects.</p>

	<p>We will continue to reduce staff numbers over the lifetime of the Agreement, through continued compliance with the Government's policies in relation to public sector employment, including the moratorium on recruitment and promotion, and any future policies on incentivisation of early retirement and other policies, subject to the specific needs of the organisation being met.</p>		<p>On-going.</p>
<p>Redeployment</p> <p>1.7 1.8 1.10 4.3 4.4</p>	<p>Redeployment</p> <p>We will comply with all Government policies in this regard.</p> <p>Fáilte Ireland's new strategy for the period to end-2012 encompasses new ways of working for many of the organisation's staff: full implementation of the strategy will involve the redeployment of effort, on a collaborative, cross-functional basis, from traditional to new ways of working. This will result in the integration and reconfiguration 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 Framework. It will also facilitate a better use or reinforcement of skills across the organisation.</p> <p>We have already begun a substantial reconfiguration of service delivery to key clients, on a Key Account and Destination basis, and this has involved redeploying staff to a number of locations around the country to meet the priority needs of the industry.</p>	<p>For the lifetime of the Agreement or until the Employment Control Framework targets have been achieved</p>	<p>We are responding to a request from the National Transport Authority to redeploy staff between the respective agencies.</p> <p>Fáilte Ireland has continued to reconfigure the organisation in response to the emerging needs of industry. In the period April to September 15 staff members were reassigned to new duties.</p> <p>Additionally, cross-functional collaborative teams were formed to execute the destination development strategy. The execution of the strategy is supported by a project management methodology.</p>

	<p>We have also reconfigured the services provided through our training centres. The focus now is on delivering tailored supports to the industry in their workplaces, rather than in Fáilte Ireland training centres.</p> <p>We are continuing to review resource deployment, with the aim of ensuring that the available (reduced) resourcing is deployed so as to optimally support the strategy.</p> <p>Outsourced models of activity are also being considered, where the necessary resources are not available in-house.</p>		
<p>Reconfiguration</p> <p>1.7 1.8 1.9 4.3 4.4</p>	<p>Rationalisation of State Agencies</p> <p>Consideration will be given to any changes required to the Memorandum and Articles of Association of Dublin Regional Tourism Authority to enhance rationalisation of functions across Fáilte Ireland and Dublin Tourism.</p>	<p>Process to begin early in 2011</p>	<p>Fáilte Ireland has commissioned an independent review of Dublin Regional Tourism Authority by Grant Thornton.</p>
<p>Reconfiguration</p> <p>1.7 1.8 1.9 4.3</p>	<p>Reduction and Rationalisation of Properties</p> <p>Fáilte Ireland manages an extensive property portfolio – mainly staff offices and tourist information offices – around the country. We will continue to review our requirements in this regard with a view to rationalising requirements, working in partnership with other agencies, such as local authorities, where possible.</p> <p>Particular developments foreseen for 2011 are the rationalisation of properties</p>	<p>On-going over this lifetime of the Agreement.</p>	<p>Discussions with OPW on the Baggot Street property have concluded and recommendations are currently being implemented.</p> <p>Both Waterford and Mullingar offices are for sale.</p> <p>Fáilte Ireland has exercised a break clause on one of its Cork city premises in August 2011. This has generated savings in rent of</p>

	<p>in Cork and Waterford, in line with the changed focus of the organisation in relation to training: in line with the refocus outlined above, the traditional training centres are no longer required in either Cork or Waterford.</p> <p>Rationalisation of properties results in a reduction in overhead costs. We have a record of achievement in this area, having reduced overhead costs considerably over the last few years: details are set out below. Our aim is to continue with this over the lifetime of the Agreement.</p>		<p>€9k for September, and will save €113k annually on rent.</p> <p>A target of 10% savings (€600,000) in overheads has been set in the business planning process for 2011 and we are on target to achieve this goal.</p>
<p>Performance Management</p> <p>1.13 4.12</p>	<p>We will continue to comply with all Government policies in this regard.</p> <p>In particular, we will continue to implement merit-based, competitive promotion policies. Incremental progression will also be linked, in all cases, to performance.</p> <p>We will further develop the performance management and development process already in place in the organisation, taking account of the developments and new ways of working set out in our strategy.</p> <p>Appropriate systems will be implemented to address under-performance and strengthen management of individual performance, using individual quantitative and qualitative performance targets. The strong focus will be on increasing productivity in the context of lower staff</p>	<p>Over the lifetime of the agreement</p>	<p>As a result of the current Government Moratorium there has been no opportunity for promotion or recruitment. However, since its establishment, it has been Fáilte Ireland policy to apply a merit-based competitive recruitment process for all promotions.</p> <p>The Performance Management Development (PMDS) system has been re-designed to support Fáilte Ireland's Strategy 2010 - 2012.</p> <p>It is anticipated that the re- vamped Performance Management Development System will be rolled out to 60% of the organisation by the end of Q4.</p>

	<p>numbers and on using technology to measure performance. Appropriate training and support will also be provided.</p> <p>We will:</p> <ul style="list-style-type: none"> • Ensure all staff are provided with clarity about the job to be done • Update and enhance the system already in place to manage and monitor performance. <p>More generally, we have recently carried out an external client satisfaction survey, as a basis for modifying the range of services we provide, in line with client requirements. Such surveys will be repeated over the period of the agreement.</p>		
<p>Recruitment</p> <p>1.13 1.4 1.8 4.9</p>	<p>We will continue to comply with all Government policies in this regard.</p> <p>In particular, we will continue the process by which open competitions are held for positions at the highest levels in Fáilte Ireland.</p> <p>We will avail of targeted use of recruitment to recruit specific skills, while complying with the Employment Control Framework.</p> <p>Finally, we will use open recruitment, where necessary, to increase specific skills levels in, for example, analysis and policy making and technical areas.</p>	<p>As vacancies occur.</p>	<p>As a result of the current Government Moratorium there has been no opportunity for promotion or recruitment. However, since its establishment, it has been Fáilte Ireland policy to apply a merit-based competitive recruitment process for all promotions.</p>

<p>Attendance Patterns</p> <p>1.8 4.1 4.4</p>	<p>We will continue to comply with all Government policies in this regard.</p> <p>In particular, we will review attendance patterns at holiday periods, again in accordance with Government policies, but with a view, also, to driving economies and efficiencies in operations.</p>	<p>Timescale will be determined by policies issued by the Government</p>	<p>With the reduction in human resource levels, we are continuously reviewing and aligning available resources to ensure they are deployed with optimum efficiency (see details above under Resources and Re-deployment).</p>
<p>Attendance Patterns</p> <p>1.8 4.1 4.4 Timescale will be determined by policies issued by the Government</p>	<p>We will comply with all Government policies in this regard, in particular policies in relation to flexible working, e-working and redeployment (in accordance with Government policy).</p> <p>The existing flexitime system, which has already provided for the delivery of core services outside core work hours, at no additional cost to the organisation, will be further extended to a number of regional offices in 2011. The system will be reviewed to determine how it can be further used to deliver additional services, again at no additional cost. In this context, it should be noted that Fáilte Ireland has virtually eliminated overtime costs over recent years, and targets a zero cost in this regard in 2011.</p> <p>While it should be noted that Fáilte Ireland's head office is currently open from 7 am to 9 pm every day, with reception services available from 8.30 am to 5 pm, these hours will be extended to provide a better service for our customers.</p>	<p>2011 and on-going over the lifetime of the agreement.</p>	<p>Overtime ceased in January 2011. This equates to annual savings of €120,000.</p> <p>Flexible working arrangements are in place to accommodate major events and trade shows which frequently happen outside of normal office hours are in place.</p> <p>Reception services at Fáilte Ireland's head office have been extended to 5.30 p.m. commencing May 2011.</p> <p>A review of our Tourist Information Offices opening hours is currently underway. The purpose of the review is to match available human resources with peak demands. During 2011 Fáilte Ireland has engaged with third parties to deliver visitor engagement services using alternative business models.</p>

	<p>More generally, office opening hours will be varied or extended in areas which will provide better customer service, for example, in the Tourist Information Offices.</p> <p>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.</p>		
<p>Attendance Patterns & Management 1.8 4.1 4.9</p>	<p>We will continue to roll-out the implementation of a new system to monitor and manage attendance patterns. In particular, we will:</p> <ul style="list-style-type: none"> • Improve the system for management reporting of attendance/patterns (speed, frequency and reliability) • Integrate the new system with other applications (including payroll). 	2011	<p>A new time and attendance system is in place with effect from June 2011. The system provides a consistent company-wide approach to the recording and monitoring of absenteeism.</p>
<p>Attendance Patterns & Management 1.4 1.8 4.9</p>	<p>We will continue to comply with all Government policies in this regard.</p> <p>In particular, we will make any necessary adjustments to managing work sharing arrangements by altering individual arrangements as appropriate in line with developing Government policies, which provide for regular review of individual arrangements to meet the business needs of both the organisation and staff.</p>	On-going over the lifetime of the agreement	<p>Shorter Working Year arrangements resulted in savings of €53,000 for the period April 2011 – September 2011.</p> <p>Career Breaks are on-going and have produced savings of €220,000 in the period April to September 2011.</p>

<p>Attendance Patterns & Management</p> <p>1.4 1.8 4.9</p>	<p>We will continue to comply with all Government policies in this regard.</p> <p>It should be noted that the level of absence due to sickness is already lower in Fáilte Ireland, at 3%, than in a range of other public sector bodies.</p> <p>This notwithstanding, we will continue to manage sick leave more effectively, with a target for a 10% reduction in days lost by the end of 2011 with further reductions thereafter, in accordance with developing Government policy.</p>	<p>10% reduction in days lost by end of 2011.</p>	<p>As mentioned earlier, a new time and attendance system has been put in place.</p> <p>Fáilte Ireland has set a target of 2.7% absenteeism for 2011. Currently, the absenteeism rate is running well below that target at 2.21% including certified and uncertified absences.</p>
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TERMS OF PUBLIC SERVICE AGREEMENT 2010 - 2014	ACTION	TARGET DATE AS PER CURRENT ACTION PLAN	COMMENT
Business Process 4.13	<p>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.</p> <p>In particular, we will continue to redesign work processes and systems in a number of areas of service delivery to key clients, including, for example:</p> <ul style="list-style-type: none"> • An integrated Key Account Management approach as a vehicle for service delivery to clients • A Destination Management approach as a vehicle for targeting available resources • A self-service approach, through the organisation's website, for a range of training and development interventions • A self-service/self-declaration approach to registration, classification and grading in a number of accommodation sectors • Some automation of client-facing administrative processes, for example, procurement and payment processes and electronic funds processes (see below), registration for participation in a number of 	<p>Business Process Re-engineering will form an on-going part of service delivery.</p> <p>The aim will be substantially embed all of these, on a phased basis in each case, by the end of 2011.</p>	<p>On-going.</p> <p>On-going.</p>

	<p>publicity and promotions events, and grant payments: online service provision will become the norm</p> <ul style="list-style-type: none"> • Some automation of internal processes, for example, in the finance, procurement and HR areas: online service provision and centralisation of transaction handling will become the norm. 		
<p>Business Process</p> <p>4.13</p>	<p>We will continue the automation of visitor engagement, where possible and appropriate, for example:</p> <ul style="list-style-type: none"> • We will enhance our online and telephone service to tourists • We will continue to reconfigure the call centre model to deliver enhanced services for tourists, through, for example, the use of the tourist information office structure and staff to update the tourist information database • We will continue the move towards information provision (away from retail) in the tourist information offices • On a phased basis, we will continue the installation and use of “touch screen technology” in key tourism areas, where it is no longer possible to locate a traditional tourist information office 	<p>The aim will be to advance this process considerably in 2011.</p>	<p>A newly developed Tourism Content System has been fully implemented.</p> <p>DiscoverIreland.ie – Fáilte Ireland’s consumer website was re- launched in April 2011. The new website has been re-designed based on consumer research and trends in the market place.</p>

	<ul style="list-style-type: none"> On a phased basis, we will continue the rollout of the Ticketsave programme – the online box office – processed through the Tourist Information Offices. 		
Greater efficiencies 4.13 4.16	<p>A target will be to increase the use of Electronic Funds Transfer (EFT) to 100% of payments to staff and suppliers.</p> <p>In this context, it should be noted that the use of EFTs in Fáilte Ireland has increased from 80% in 2007 to 94% in 2010.</p> <p>Further efficiencies will be achieved in the payment system during 2011 through the introduction of automatic invoice scanning.</p> <p>We will keep the financial system under continuous review over the lifetime of the agreement with a view to driving further efficiencies and economies in line with emerging technologies.</p>	2011 and over the lifetime of the agreement.	<p>Fáilte Ireland has increased its use of Electronic Funds Transfer (EFT) payments from 94% in 2010 to 97% in 2011.</p> <p>An upgraded financial management system was implemented at the end of April 2011.</p>
Greater efficiencies 4.13 4.16	<p>Achievement of greater efficiencies and flexibilities will be a specific KPI for every member of staff in the revised Performance Management and Development System.</p>	Over the lifetime of the agreement	<p>As outlined above under Performance Management, the PMDS system has been re-designed and improved to support Fáilte Ireland's strategy 2010 – 2012.</p>

<p>Greater efficiencies</p> <p>4.13 4.16</p>	<p>We will continue the process of achieving greater efficiencies across the organisation. In this context, it should be noted that administrative/overhead costs in Fáilte Ireland in 2010, at just under €6m, are lower than in 2006, when the Regional Tourism Authorities, with all of their attendant administrative and overhead costs, were merged with Fáilte Ireland.</p> <p>In the area of advertising, for example, we have changed our buying model to drive savings and will continue this over the lifetime of the agreement. In 2010, for example, we received a discount of 45% on spend in this area. The move of focus to online advertisement has also driven savings and this, too, will be pursued over the lifetime of the agreement.</p> <p>In the area of print, for example, changed processes, including the use of the internet to publish key corporate and other documents, has resulted in a reduction in expenditure from €1.96m in 2007 to €0.46m to date in 2010.</p> <p>A further 10% reduction is targeted for 2011, focussing, in particular, on:</p> <ul style="list-style-type: none"> • An anticipated 10% reduction in legal fees, following the conclusion of the current tender process • A €100,000 reduction in the cost of pensions advice reflecting greater efficiencies following a change in the model and service provision 	<p>Over the lifetime of the agreement</p>	<p>Savings achieved in the period April – September 2011 are as follows</p> <ul style="list-style-type: none"> • <u>Investigation of landline commitments countrywide</u>. Rationalisation, configuration changes, etc. – have resulted in a substantial reduction in line rental outlay with savings of €18,210 achieved. <p>1. <u>Consolidation of Property Maintenance countrywide</u></p> <p>it is estimated that this exercise has achieved the following:</p> <ul style="list-style-type: none"> • Reduction from approximately 165 maintenance-related service providers covering all regions to approximately 10 main service providers • A consequent reduction in ordering/invoice/payment processing from approximately 800 per annum to 50 per annum • <u>Savings achieved:</u> €37,500 <p>2. <u>Consolidation of Contract Cleaning Countrywide</u></p> <ul style="list-style-type: none"> • <u>Savings achieved:</u> €20,950 <p>3. <u>Security</u></p>
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	<ul style="list-style-type: none"> • A €100,000 reduction in ICT service costs following the scheduled PC refresh • A €200,000 reduction in overheads, reflecting enhanced procurement across a range of areas, including energy, communications, and other support services • A 50% reduction in the cost of storage of printed materials. <p>Finally, the new expenses system introduced by Fáilte Ireland in 2010 has already resulted in considerable savings, through better buying. For example, a negotiation of rail rates with Iarnród Éireann has already delivered a 10% reduction, for Fáilte Ireland, on the online ticket rates. This type of initiative will be pursued further for 2011 and over the lifetime of the agreement with a view to driving further cost savings under this heading.</p> <p>The online (electronic) expenses system also facilitates analysis and management of expenditure under this heading, with resultant reductions in costs.</p> <p>Travel costs have been further reduced through the use of developments in ICT including, for example, videoconferencing, PC to PC video communications and instant messaging. These developments have been extended to our communications with</p>		<ul style="list-style-type: none"> • Fáilte Ireland made roster changes which resulted in savings of €7,150 <p>4. <u>Mailroom/Reception Contract</u></p> <ul style="list-style-type: none"> • In 2010, Fáilte Ireland amalgamated its mailroom and reception requirements in a new tender specification. • <u>Savings achieved:</u> €9,500 <p>5. <u>Confidential Waste</u></p> <ul style="list-style-type: none"> • The same contractual arrangement which initially achieved savings of €17,000 is still in place. • <u>Savings achieved:</u> €8,500 <p>6. <u>Waste Management</u> <u>Savings achieved:</u> : €5,500</p> <p>7. <u>Stationery</u> <u>Savings achieved:</u> €15,000</p>
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	<p>other agencies, including the Department of Tourism, Culture and Sport and Tourism Ireland, and will be further extended to the regional offices and other agencies over the lifetime of the agreement.</p>		
<p>Shared Service</p> <p>1.11 4.13 4.15</p>	<p>Shared Services</p> <p>We will continue to pursue joint working/shared services, where possible, with other tourism agencies, particularly Tourism Ireland, Dublin Tourism and Shannon Development, in areas such as:</p> <ul style="list-style-type: none"> • Human resources/pensions/payroll • Financial management • Procurement • Support services • Communications • Information and Communications Technologies • E-business. <p>There has been considerable progress already in this area:</p> <ul style="list-style-type: none"> • Fáilte Ireland will include Dublin Tourism in every procurement process undertaken by the organisation in the future • Fáilte Ireland is currently working with Tourism Ireland to coordinate procurement of key services with a view to driving efficiencies and economies across both organisations • Fáilte Ireland is working with 	<p>While timescales will vary depending on the area of work, it is likely that many of the actions envisaged will be delivered, at least in part, by the first half of 2011.</p>	<p>Fáilte Ireland's Tourism Content System (TCS) underpins the web marketing activities of all Irish tourism agencies. All tenders now extend to include Dublin Tourism and Tourism Ireland.</p> <p>Fáilte Ireland continues to work with Tourism Ireland on a Sales Connect Programme for industry.</p> <p>Bi-annual, tri-lateral research meetings take place between Fáilte Ireland, Tourism Ireland and the Northern Ireland Tourist Board.</p> <p>The three agencies continue to co-operate on the findings of research on the British market on behalf of the Tourism Recovery Taskforce.</p> <p>Tourism Ireland has unlimited access to the results of Fáilte Ireland's two major perennial surveys, conducted among overseas visitors to Ireland – The Survey of Overseas Travellers and the Visitor Attitude Survey. It also has an input into these two surveys.</p> <p>Collaboration with Enterprise Ireland and the</p>

	<p>Tourism Ireland (and the Northern Ireland Tourist Board) on a number of projects, most particularly in the research area</p> <ul style="list-style-type: none"> • Fáilte Ireland works closely with Tourism Ireland and provides all relevant services in relation to participation by the industry at overseas promotions events. <p>We will pursue joint working with other agencies, including the other tourism agencies, in areas such as:</p> <ul style="list-style-type: none"> • Provision of tourism programmes at third level in partnership with the Institutes of Technology, which provides a more streamlined service to students and greater efficiencies and economies for both partners • Service delivery at local levels, including working with partners to deliver tourist information services in a number of locations • Research • Information provision/sharing and access • Interoperability and standardisation of hardware and software specifications and systems. 		<p>IDA on developing skills and knowledge in the areas of innovation and strategic capability is on-going.</p> <p>Fáilte Ireland is working on common research areas with Dublin Tourism and the Northern Ireland Tourist Board.</p> <p>Fáilte Ireland is working with FÁS on the JobBridge programme to provide graduates to industry in the area of international marketing through the Fáilte Ireland Sales Connect programme.</p> <p>A joint CRM project between Fáilte Ireland's Business Tourism Team and the Dublin Convention Bureau (within Dublin Tourism) will be completed before end-2011. The outcome of this project will be improved lead-tracking, communication with external partners and reporting</p>
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<p>Procurement</p> <p>1.10 1.11 4.13 4.15</p>	<p>We will continue to comply with all Government policies in this regard and, in particular, will continue to review our approach to procurement of a whole range of services with a view to driving cost savings right across the business.</p> <p>We will continue to participate in all relevant Government services in this regard, in particular insofar as the procurement of common goods and services across the public service is concerned.</p> <p>We will continue to use all relevant Government services in relation to, for example, the provision of professional procurement advice, and assistance with specialist procurement being undertaken directly by public sector bodies.</p> <p>We will continue to process all procurement through the Government e-tenders website.</p>	<p>On-going over the lifetime of the Agreement</p>	<p>On-going</p>
<p>Inspection Services</p> <p>1.10 4.14</p>	<p>We will increasingly use risk-based approaches to inspection and quality assurance systems, both internally and externally.</p>	<p>Introduce on a phased basis by mid-2011</p>	<p>On-going</p>

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New Technology 4.13	<p>We will continue to develop our online service provision to maximise efficiencies and provide enhanced customer service.</p> <p>We will continue to regard and implement new technologies as the norm.</p>	Over the lifetime of the Agreement	<p>As detailed above under Business Processes, the new Discoverireland.ie website was developed and launched in April.</p> <p>The Tourism Content System (TCS) has been fully implemented.</p>
New Technology 1.10 1.11 1.14 4.13 4.15	<p>We will develop and implement new ICT infrastructures, applications and services, leveraging existing facilities where appropriate.</p> <p>This will be developed and implemented in phases on the basis of research/trial outcomes.</p>	Over the lifetime of the Agreement	<p>A new time and attendance system is in place since June 2011.</p> <p>The Business Planning system is now in place. It was developed very cost-effectively by using primarily in-house resources and by re-using existing technology platforms.</p> <p>The remote access system that provides for secure eWorking has been upgraded and enhanced to support the Key Client Team. This allows for more efficient and effective conduct of their business while out of the office and allows them spend more time supporting the industry.</p> <p>Enhancements to the Key Account Management Systems (KAMS), that streamline the resource requests for follow-up supports and action plans for key industry</p>

			partners, have been implemented through the use of intelligent forms and automated workflows.
New Technology 1.10 1.11 1.14 4.13 4.15	We will develop and implement new technical approaches for the use of phone systems, call recording and call traffic routing.	Over the lifetime of the Agreement	A Quintum box has been installed on our Amiens Street telephone system under the auspices of both CEMOD (government body) and O2 (our tendered mobile phone service provider). This means that all mobile calls made on our desk handsets are routed through a preferential call rate system, resulting in approximate savings of €2,700 within the 6-month period April-September 2011