



Rialtas na hÉireann
Government of Ireland



Civil Service Renewal 2030 Strategy

‘Building on our Strengths’



Prepared by the Department of
Public Expenditure and Reform
gov.ie

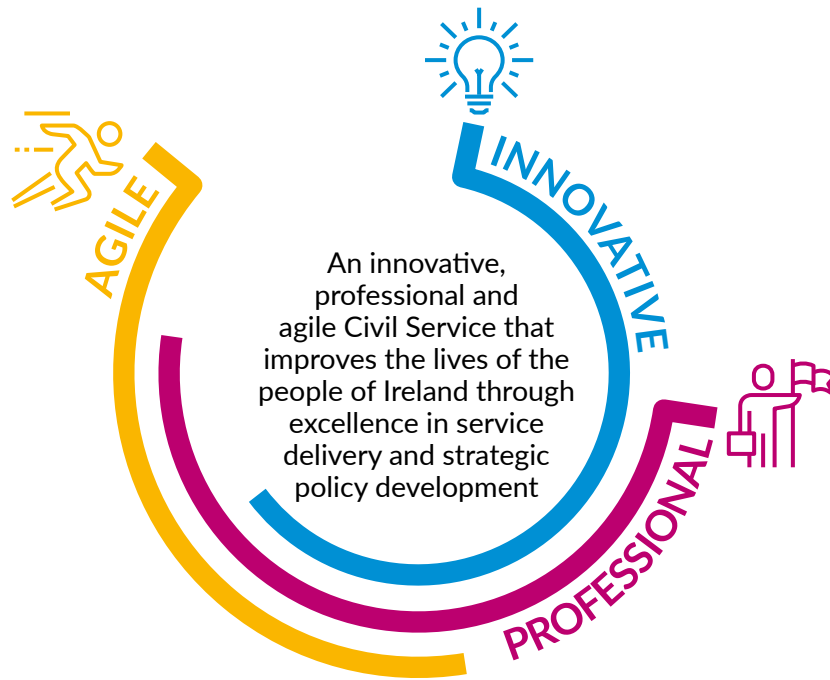
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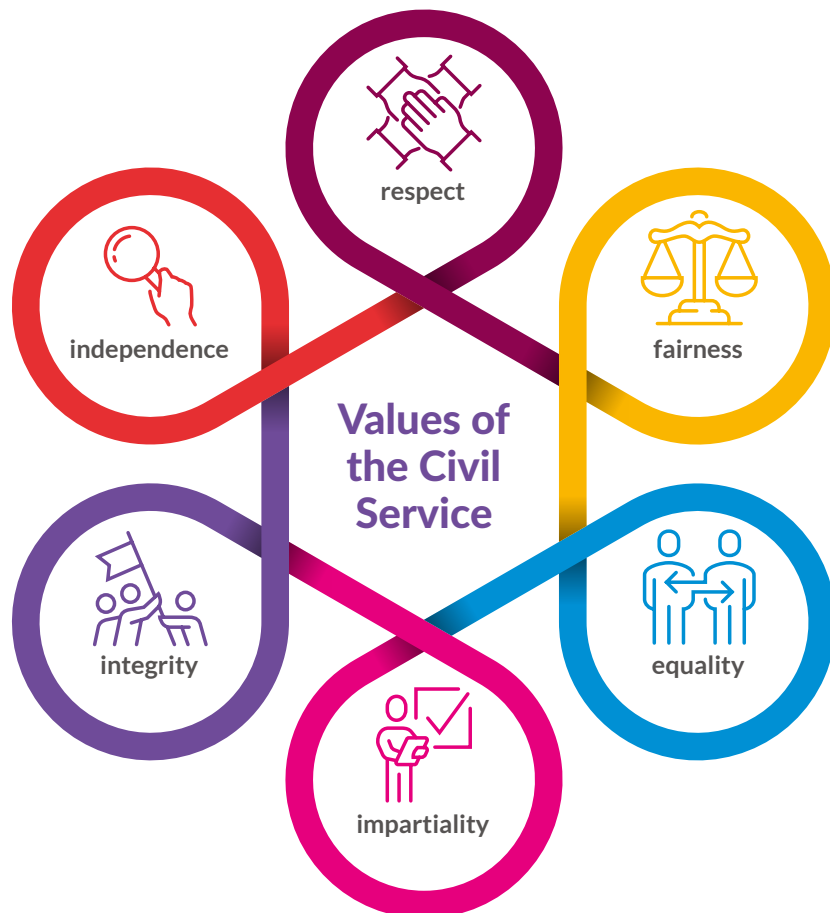
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Our Vision



Our Values



Foreword



I am delighted to present this ambitious ten-year Civil Service Renewal Strategy. The commitments set out within this Strategy are driven by a need to develop a clear direction for the future, while also responding to today's dynamic

environment. Its development is the result of an extensive consultation process informed by experience and expertise from across the Civil Service. It is underpinned by a collective commitment to achieve our vision to be:

“An innovative, professional and agile Civil Service that improves the lives of the people of Ireland through excellence in service delivery and strategic policy development”.

The COVID-19 pandemic has marked a very challenging time in Ireland and around the world. The circumstances have required Governments to rapidly alter established ways of working and to find new means to support the needs of the public. Ireland's response has seen a surge in innovative, digital and whole-of-government solutions to address the impacts of the pandemic.

This period has added further complexity to the environment in which the Civil Service operates. Climate change and sustainability, geopolitical changes, demographic changes, housing and healthcare are all challenges we face. The Civil Service therefore needs agility and resilience to support the Government in managing the breadth of complex issues and in preparing for any future crises.

This Strategy is centred on three core themes:

1 Delivering evidence-informed policy and services

The pace of change in today's society calls for an enhanced capability to plan ahead, to anticipate change and to develop coherent, whole-of-government policies to respond to local and global challenges.

Our policy responses need to be supported by strengthened capacity and a more coordinated approach to policy development across the Civil Service. To reinforce our evidence-bases and to design

policy with the public and societal well-being in mind, we need to solicit greater participation from the public and external experts.

2 Harnessing digital technology and innovation

New developments in Information and Communications Technology have fundamentally changed how we live and interact with one another and have increased the expectations of the public for technology enabled public services. These developments emphasise the need for the Civil and wider Public Service to be more agile in terms of digital technology and deliver more customer-driven innovative services. In order to best support Ireland's society and economy today and into the future, we must seize this opportunity to leverage digital technology in the way we work and serve.

3 Building the Civil Service workforce, workplace and organisation of the future

Supporting an inclusive society and a competitive economy requires a high performing Civil Service which anticipates and responds effectively to emerging risks and opportunities. We need capabilities, structures and processes to support whole-of-government responses to Ireland's most pressing challenges. We need a culture of innovation which supports the exploration and adoption of new approaches to policy development and service delivery and which promotes open collaboration to deliver with the public in mind. We also need to re-imagine our workplaces to take full advantage of the opportunities presented by new and emerging technologies.

The collective appetite and shared responsibility of all civil servants to own the commitments within this Strategy will make our Civil Service Renewal 2030 vision a reality. We encourage our staff and the people of Ireland to recognise the breadth and scope of what we are trying to achieve and to work with us to help make it happen.

We look forward to delivering on this ambition to better serve the people of Ireland.

Kind regards,

Michael McGrath, TD
Minister for Public Expenditure and Reform

1 Introduction

Introduction

The Civil Service is at the heart of Irish society. Everything we do impacts our country, its organisations and most importantly its people. It is a robust and trusted institution which has served the people of Ireland since the foundation of the State, nearly 100 years ago. The challenges which face the Civil Service today are different from those faced at the foundation of the State, but our core values remain the same.

Our Mission is:

“To offer objective and evidence-informed advice to Government, respond to developments, and deliver Government objectives while striving to achieve optimal outcomes in the long-term national interest. To serve citizens and stakeholders efficiently, equally and with respect, in a system that is open, transparent and accountable.”

Strategic Context

Ireland's citizens are living in an era of rapid change and great uncertainty. As a small nation, and one of the world's most open economies, we face significant challenges and opportunities arising from globalisation, geopolitical shifts, technological disruption and dealing with the medium to long term implications of developments such as Brexit and COVID-19. All of these have the potential to cause long term impacts on society and the economy. Experience shows that we must at all times be prepared to respond flexibly to changes in global conditions.

In parallel with global trends, important national issues such as housing, homelessness and healthcare require long term whole-of-government solutions. The complexity of these policy challenges require deep analytical thinking and objective evidence-informed advice supporting Government to achieve optimal outcomes in the long-term national interest.

There are changes in our natural environment that also pose significant challenges. We need to adapt nationally to reduce our vulnerability to the effects of climate change. In addition, a step change is required to move Ireland towards a low carbon future with Ireland remaining far off course to deliver on its emissions reduction targets for 2020 and beyond. Addressing climate change and sustainability will have significant implications for Ireland in the years ahead.

Ireland is also an active participant in international affairs. Civil servants here and abroad play a vital role in representing the State and its citizens on the island of Ireland and overseas and in supporting our diverse and dynamic global Diaspora. Through driving trade and jobs, increased investment, strengthening Ireland's bilateral and political relations and developing shared responses to global and regional challenges, we will promote our values and advance our prosperity and interests abroad.

Operating Environment

The system is comprised of 18 Government Departments and a range of associated Offices with over 41,600 staff. Departments and Offices assume a diverse set of responsibilities to support the Government by developing policy and legislation to address major national issues, co-ordinating the broader Public Service, helping to manage the economy and delivering services to the public. We also have an important role in interacting with the wider political system, serving the needs of Dáil and Seanad Éireann and regulating sectors and services.

The performance of the Civil Service has a clear impact on the ability of the wider Public Service to provide high-quality essential frontline services. It must continue to evolve and adapt to meet the needs of the Government and the public. The strengthening of official languages legislation and the commitment to increase the cohort of Irish speakers in the Civil Service present an opportunity to provide an enhanced level of service to the Irish-speaking community, both within and outside the Gaeltacht.

New challenges and opportunities have emerged at local and global levels since the inception of the last Civil Service Renewal Plan. These challenges are as significant as the economic and financial factors which drove the previous reform agenda. These challenges also provide exciting opportunities for the Civil Service.

The complex issues that the Civil Service must manage and navigate are unprecedented in terms of volume and scale. Tackling them in a proactive and collaborative manner will advance Ireland's position as a social, economic and environmentally progressive country. It will help to protect the environment, improve national well-being and enhance the quality of public services.

In supporting the Government, the Civil Service will maximise its role at the centre of Irish society as a key engine for inclusive growth and prosperity.

A rapidly changing Ireland

Ireland has a growing and increasingly diverse population. In line with global trends, expectations around equality, diversity and inclusion, justice and personal freedoms continue to evolve.

The Central Statistics Office anticipates the population of Ireland by 2031 to be at least 5.2 million people which will place further demands on services. The proportion of the population which is over 65 years is projected to increase significantly. Trends around ethnicity are also rapidly changing as net migration flows continue to rise, with over 12% of the population in 2016 being foreign nationals from more than 200 countries.

Trends in population growth and associated demographics have a number of implications for the Civil Service.

These trends mean that we must ensure that our policy and service delivery responses are focused on equality, inclusivity and accessibility. They also mean that the composition of the Civil Service itself should reflect this changing Irish society.

An increasingly digital society

Technology is a further cause and accelerator of change and uncertainty but also of opportunities. Technological advances such as automation, artificial intelligence and the internet of things present exciting opportunities to develop a digital society and economy. However, the same developments create uncertainties in relation to how best to ensure our competitiveness, sustain and develop our labour force, protect the security of our data and develop our critical infrastructure.

Whilst significant progress has been made by Government Departments over the last decade in upgrading the technology infrastructure, delivering online services and effective data usage, there is still a journey to travel. The COVID-19 crisis highlighted the art of the possible and made the case for a fully digital customer experience.

We can accelerate the delivery of online solutions across the Civil Service within a clear framework to deliver our digital vision by putting in place the enabling systems, culture and collaborative arrangements.

Addressing Climate Breakdown

We are significantly stepping up our commitments to tackle climate breakdown. The Civil Service will drive the climate agenda by working collaboratively across all Government Departments and with State Bodies. We will build resilience in citizens, communities and businesses to overcome climate adaptation challenges, and maximise the climate mitigation and adaptation opportunities as we transition to a healthier, safer and sustainable future.

The leadership role of the Civil Service in taking early action on climate is fundamental to achieving our decarbonisation goals. An engaged and empowered Civil Service, reducing its own emissions, can stimulate and inspire action across wider society. We must go beyond simply shaping the policy framework, and become exemplars of best practice in taking climate action. A new Public Sector Decarbonisation Strategy will set a public sector decarbonisation target of at least 50% by 2030. The Civil Service will be to the forefront in realising this ambition.



Building on Achievements of the 2014 Civil Service Renewal Plan

The Civil Service Renewal Plan, published in 2014, set out a vision for the Civil Service - achieving the best possible results for Government, a better service for customers and a better place to work for staff. It built on the strengths of the Civil Service to ensure it has the capacity and capability it needs to meet challenges and to deliver an excellent service to the state and the public. The Plan delivered:

A Unified Civil Service – the establishment of the Civil Service Management Board was a pivotal step in setting the future direction and strategic leadership of the Civil Service. It provided a forum for sharing issues and challenges and strengthening the performance of the Civil Service as a collective. In addition, initiatives included the production of a common governance code, delivery of whole-of-government projects and the establishment of the shared services programme;

A Professional Civil Service – through the launch of the People Strategy, a range of initiatives to improve gender balance, a shared learning and development platform, a new performance review system for staff and Secretaries General and the establishment of the Civil Service Excellence and Innovation Awards;

A Responsive Civil Service – through strengthening professional expertise in areas such as HR and ICT, the establishment of a staff mobility programme across the Civil Service, a standardised project management approach and the role out of build to share IT solutions; and

An Open and Accountable Civil Service – through open policy debates, a system of organisational capability reviews, the launch of the 'who does what' website, conducting the Civil Service employee engagement survey and 41 town hall events nationwide and the establishment of the National Data Infrastructure and the Open Data portal for managing how data is collected, managed and stored.

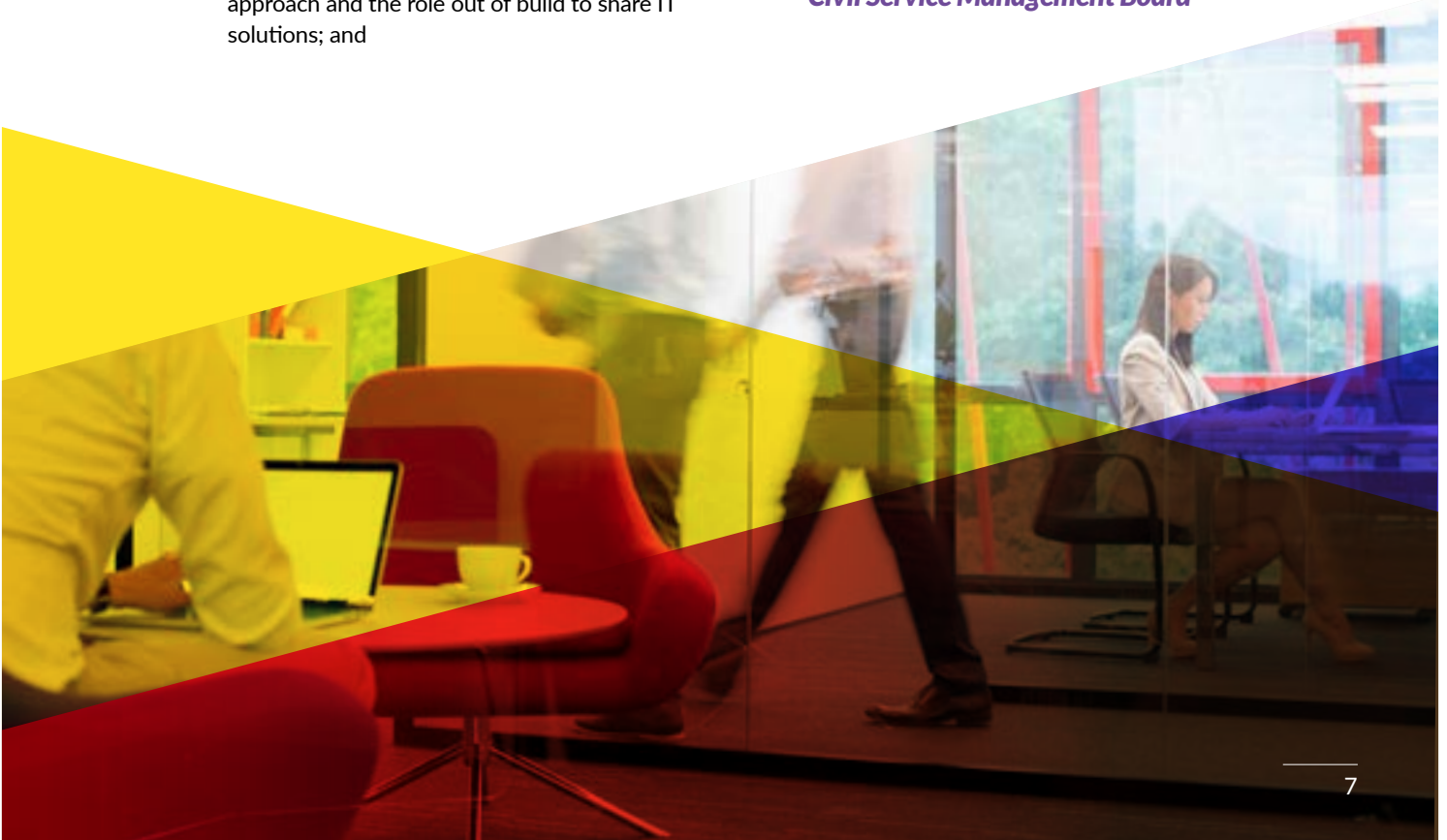
Achieving Together

Civil Service Renewal 2030 is a shared strategy. It has been developed on a collaborative basis with Departments and Offices and provides a long-term strategic framework for Civil Service renewal. It has been informed by the experience of the Civil and Public Service in responding to the COVID-19 pandemic and from the lessons learned from the programme of Organisational Capability Reviews.

In doing so it builds on the significant achievements and progress made in transforming the Civil Service in recent years. Like all progressive organisations, the Civil Service has scope to continuously improve and this Strategy identifies key areas for action, ensuring the Civil Service remains agile and responsive to the inevitable challenges that lie ahead.

This Strategy is focused on outcomes and achieving meaningful impacts for our society. We look forward to implementing this ambitious programme of reform with staff across the Civil Service.

Civil Service Management Board



2 Civil Service Renewal 2030

Civil Service Renewal 2030

Building on the successful initiatives delivered by the first Civil Service Renewal Plan, this Strategy leverages the strengths of the Civil Service, identifies areas for further improvement and provides an opportunity to re-imagine aspects of the system to position us to respond to future challenges.

We believe that a high performing and innovative Civil Service that is capable of identifying, assessing and responding to change and uncertainty will meet these challenges effectively.

Our Vision

This Strategy is underpinned by a collective commitment to achieve our vision to be:

'An innovative, professional and agile Civil Service that improves the lives of the people of Ireland through excellence in service delivery and strategic policy development.'

Guiding Principles

The public at the centre

The public is at the centre of everything that the Civil Service does. Their experiences need to inform the services they interact with and their views need to shape the policy responses that affect them. This will be enabled by ongoing engagement and open communication with our public, civil society and political stakeholders.

Leadership and culture

The extent and scale of renewal within this strategy requires strong leadership and a positive workplace culture that aligns with Civil Service values to deliver our vision. The Civil Service Management Board will collectively play a key role in the delivery of this strategy.

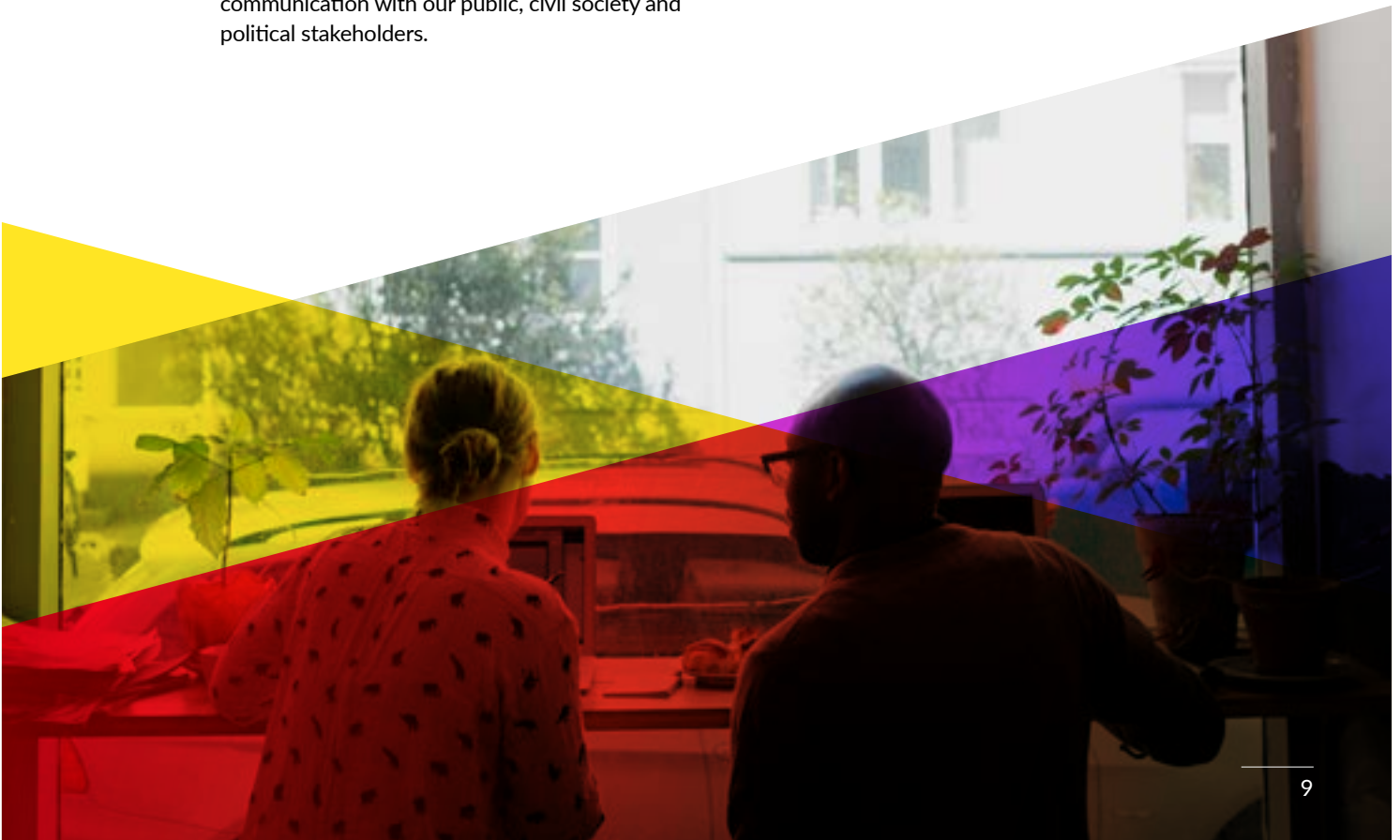
To promote a culture which supports our vision, the Civil Service will continue to strive to embody and uphold integrity, equality and independence. To earn public trust and promote responsiveness to change, we will also embrace openness, honesty and innovation in how we work.

Outcomes focussed

The commitments in this Strategy are designed to translate into meaningful outcomes for society and to deliver tangible and measurable results.

Alignment with the wider Public Service

The Civil Service plays a fundamental role in the provision and delivery of public services. In delivering the strategic themes and associated priorities set out in this Strategy, we will work in partnership with bodies and agencies in the wider Public Service.



High Level Outcomes

As we move to the next phase of renewal, this ten-year Renewal Strategy strives to address the needs and demands of today, while setting out a blueprint for tomorrow.

Transitioning to a ten-year programme of renewal provides us with the means to address complex, long term issues over an appropriate timeframe, while delivering meaningful outcomes through a cycle of three-year action plans.

This shift arose from the need to move beyond incremental changes in order to build capacity for the future. The complexity of challenges faced today requires longer-term planning, involving a flexibility to adjust interventions whenever needed. This approach also aligns with other major programmes such as Project Ireland 2040, the Sláintecare Implementation Strategy and the Climate Action Plan.

The 10-year Strategic Framework described in the next chapter is structured around three core themes which, throughout its lifetime, will deliver the following outcomes:

Evidence-informed policy and services

- A continuous improvement approach to our policy development capacity, including investment in strategic policy infrastructure and improved policy coordination across the whole-of-government
- Policies based on enhanced data, analytics and insights
- Enhanced transparency as to how and why public data is being used to inform policy development and benefit society

Digital first and innovation

- 90% of applicable public services available and consumed online and designed with the customer at the centre
- The work of staff augmented through appropriate analytical, automation and other digital tools
- An upskilled workforce and enhanced innovation capabilities across the Civil Service

Workforce, workplace and organisation of the future

- Strategically planned workforce requirements based on capacity, capability and skills needs and the use of flexible working models for greater impact and agility
- New organisational structures, extended use of shared services and re-imagined workplaces to enable better service delivery and collaboration
- An equal, diverse, inclusive, engaged and empowered workforce

The delivery of the outcomes within this Strategy will:

- Enable the Civil Service to better support Government in addressing emerging issues and challenges
- Deliver better policy and services for the public
- Provide Civil Servants with the opportunity to fulfil their potential in a rewarding, supportive and flexible working environment.

The actions, projects and initiatives, along with specific targets for each theme, will be detailed in the three-year action plans. They will also include a number of mechanisms to underpin our approach to monitoring and evaluating their progress and implementation.



3

10-Year Strategic Framework

10-Year Strategic Framework

Evidence-Informed Policy and Services



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

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 and 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

Digital First and Innovation



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

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

Workforce, Workplace and Organisation of the Future



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

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

*Aligned with *Making Innovation Real*, the Public Service Innovation Strategy



4 Strategic Priorities



Theme 1: Evidence-Informed Policy and Services

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

Strategic Policy Development - Our 2030 ambition is to develop and deliver trusted, evidence- and insights-informed public policy which advances the social, economic, cultural and environmental well-being of Ireland.

The continuously evolving landscape in which we operate presents a range of urgent and important scenarios requiring robust policy development. The Civil Service must be positioned to respond to unforeseen challenges, to anticipate different futures and prepare for such eventualities. It also must continue to build legitimacy and trust in our public institutions particularly in how evidence-informed responses address major challenges.

Further strengthening the whole-of-government approach to policy development, which draws on the breadth of experience and expertise from across the Civil Service, will enable a consistent and collaborative model for addressing local, national and global challenges. Supporting this approach with a stringent evaluation process, grounded in data, evidence and insights, will reinforce the robustness of our policy functions.

In this environment, where complex systems and the problems they contain have become the norm, strategic foresight capability is needed to equip the Civil Service with the capacity to prepare for the future and integrate future-thinking into policy development. We will invest in strengthening the skills, capabilities and infrastructure required to support consistent and coordinated policy development across the Civil Service.

How will we deliver?

1 We will review, develop and invest in our strategic policy infrastructure

Our current strategic policy infrastructure is supported by the Irish Government Economic and Evaluation Service, the Irish Government Statistical Service, the Central Statistics Office and dedicated research, statistics and policy units in Government Departments. We will continue to review, develop and invest in this infrastructure in order to build a multi-layered policy approach which considers future trends and risks and will allow us to flex and adapt processes to meet specific or urgent needs. By continuing to develop these structures and resources, we will be better prepared to understand and respond to emerging issues. We will also draw on national well-being goals (near-term and long-term) to create a broader frame of reference for policy development.

2 We will further develop a rigorous, professional and evidence-informed approach to policy development

Enhancing the policy development skills and knowledge of our workforce, while providing them with access to insights from across the system, is essential to delivering responsive policies. Ensuring that our responses are grounded in high quality evidence, and subject to a structured and rigorous evaluation process, is critical to the success of the policy function. We will support those engaged in policy development and evaluation with in-house research capability and access to skills development. We will develop mechanisms in conjunction with higher education institutions and research funders to exchange evidence and research insights between the Civil Service and the research community in relation to policy priorities and major societal challenges.

We will develop our capacity to appraise and deliver megaprojects and to incorporate independent expert opinion in our approach.

3 We will prioritise and incentivise greater whole-of-government policy development and implementation

The complex nature of the challenges we face today calls for more collaborative cross-government policy responses. This approach to policy development involves breaking down silos between departments, while creating mechanisms for distributive ownership and shared goals.

Drawing on strategic partnerships from the wider environment and enlisting input and feedback from our public will enhance the value of policy responses. We will standardise a comprehensive public engagement approach across the policy cycle and regularly communicate on the progress of policy outcomes. Maintaining this public-centric view at all stages will ensure that policies are fully inclusive and supportive of the communities we serve.

Taking the wider Public Service context into account will ensure that complex policy choices can be teased out and that public views, understanding and engagement is sufficiently factored into the design and implementation processes.

4 We will develop our strategic foresight capability

In the current climate of rapid change and uncertainty, the development of an anticipatory approach to policy development will strengthen our capability and make us better prepared for all eventualities. Strategic foresight will help us challenge current assumptions about the future and enable us to prepare for a broader set of possibilities.



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 and 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

Insights-driven Decision-making - Our 2030 ambition is for *continuous improvement of the lives of the public through well-designed policies and efficient and effective services, which are informed by data and policy insights.*

Data is an invaluable resource which can augment Civil Service capabilities. Improved data quality, analysis and sharing can improve the evidence base for policy development and can drive more seamless service delivery. Advancing our data infrastructure provides a basis for the Civil Service to access meaningful insights and to make better informed decisions.

The growing complexity of challenges faced today calls for more joined up data. By providing a strong central focal point for analytical capacity building, standard setting and best-practice thinking, the Irish Government Economic and Evaluation Service will be developed as a bridge between data insights and public policy.

In developing our data infrastructure, we must be mindful that security breaches are on the rise globally. We therefore require a data infrastructure which leverages opportunities presented by digital, while accounting for security and privacy risks and requirements.

The further development of a National Data Infrastructure (led by the Central Statistics Office) will allow for an innovative approach to the provision of information and insight to support policy development and service delivery. Recent reforms have focused on Public Service Bodies implementing a consistent code of practice and standards for the gathering, use and dissemination of statistical data. Future work will focus on ensuring the National Data Infrastructure project is prioritised across all the Civil and Public Service.

The new Data Sharing and Governance Act will allow for the sharing and reuse of personal data, in compliance with Data Protection legislation, so that individuals and businesses have to provide their details only once to a Government body. Significant progress has been made on the Open Data initiative with 10,099 high quality datasets now linked to the portal <https://data.gov.ie/data>.

Ultimately these benefits lay the foundations for enhanced policies and services for the public. Providing greater transparency to the public on how their data is being used and managed for the benefit of society will foster increased trust.

How will we deliver?

1 We will build a framework to inform the public about why their data is collected and how it is managed and used

We will help guard against threats and provide the public with greater security and control over their information. This involves advancing data protection and cyber security mechanisms, while demonstrating adherence to relevant legislation and guidance. Providing greater transparency to the public on how we manage and govern their data will increase public awareness and ensure trust in our approach. To do this we will establish a Personal Data Access Portal and draw on other digital platforms to allow the public to view their data and understand how it is being shared. A robust communication framework, anchored in the Data Sharing and Governance Act, will support the Civil Service in upholding its data sharing responsibilities to the people of Ireland.

2 We will develop the Irish Government Economic and Evaluation Service (IGEES) as an effective bridge between data insights and public policy

We will equip our workforce with analytical skills, knowledge and tools to draw on the right data to inform policy solutions. As part of the review of the strategic policy infrastructure, we will expand strategic policy units to support Departments and Offices to analyse, develop and evaluate policy response options. The IGEES will play a central role in coordinating our shared data capabilities and working in partnership with policy units at all stages of the policy cycle. Collaboration across Government Departments is central to this approach, alongside mechanisms to partner with key bodies, institutions and stakeholders.

3 We will further develop the National Data Infrastructure (NDI) to ensure provision of and access to the data needed for policy development

We will accelerate the NDI initiative to unlock the power of administrative data and improve the lives of the Irish public through evidence informed policies and effective services. By enhancing data sharing mechanisms between public bodies we will ensure analysts and policy makers have a wider evidence base to draw from when developing/analysing policies. We will support Public Bodies to advance on their data maturity journeys.





Theme 2: Digital First and Innovation

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

Digital First - Our 2030 ambition is for a ‘Digital First’ Civil Service which delivers 90% of applicable services that are consumed online via accessible, integrated and customer-driven solutions.

Society is becoming increasingly digitalised and people expect to access their personal information and the services they need at the touch of a button. The public appetite for digital services is immense. Digital First paves the way for a progressive future and can position the Irish Civil Service to be a leading eGovernment exemplar. It is however recognised that a cohort of society will still prefer to engage in services offline and we will continue to support such requirements.

We will build on the progress made through the implementation of key digital strategies including; Public Service ICT Strategy, National Digital Strategy and eGovernment Strategy. Co-creating solutions with the public and businesses will strengthen effectiveness. A whole-of-government approach to digitalisation will ensure a more consistent end-to-end experience for the public and will better enable the Civil Service to respond to disruption.

Supporting the objectives of Ireland’s eGovernment Strategy 2017-2020, we will provide “borderless, personalised, user-friendly, end-to-end digital public services to all citizens and businesses”, as well as ensuring we deliver against the European Commission’s Digital Single Market Strategy.

Transitioning from typically face-to-face and paper-based services to more digitised channels will involve a fundamental change in ways of working, alongside an investment in the skills and capabilities of our workforce. Innovative use of ICT will deliver better value by creating efficiencies through integration, consolidation and sharing of common infrastructure, systems and resources.

Integrated services and increased data sharing will facilitate insight-driven decision-making; increase openness and transparency between Government and the public; and provide a much enhanced experience and quality of service for the public, businesses and public servants.

How will we deliver?

1 We will build globally recognised digital services through co-creation with our stakeholders and the public, ensuring that 90% of applicable services are consumed online

By placing the public at the heart of digital services we will create more accessible and valued digital solutions. Adopting a customer-driven service design approach will help to ensure digital solutions are shaped by the needs and wants of the public.

Collaborating with key stakeholders in the wider digital ecosystem will allow the Civil Service to build valuable partnerships for the future. Ireland has a wealth of digital start-ups, enterprises and innovative hubs that we can collaborate with and learn from. We will remain connected with the evolving digital landscape to allow us to keep pace as further developments and opportunities unfold.

We will explore the opportunities identified in the Cruinniú GovTech Report to support the Irish economy by applying emerging technologies to help re-invent how we deliver services to the public, increasing efficiency and lowering costs.

2 We will build 24/7 services providing consistent, integrated and end-to-end digital solutions

The impact of the COVID-19 crisis has accelerated the significant progress that has been made in recent years in the delivery of digital services to the public and businesses. We will build on this by scaling up the development and provision of integrated digital services that can be provided on a 24/7 basis. We will extend the use of MyGovID as a single sign-on method and we will ensure that the public, businesses and other organisations need to supply the same information to us only once to progress end-to-end digital solutions.

We will adopt a proactive and strategic approach to digital planning and adoption, identifying and embracing emerging technologies to improve our digital capacity. This approach will help to unlock the full value that an advanced integrated digital system can bring to our society.

3 We will build a digitally skilled workforce enabling the Civil Service to realise a "Digital First" culture

Developing the skills and knowledge of our workforce, while attracting new talent, will allow us to build digital capacity and accelerate the digital agenda. We will embrace a Digital First mindset and provide staff with the appropriate tools, technologies, training and systems to deliver work in a digitally enabled manner. By empowering staff to identify and champion the development and delivery of digital solutions, we will drive the digitalisation of service delivery across the Civil Service.

4 We will foster public trust in the safety, transparency and value of digital solutions

The Irish public increasingly expects transparency and a voice in decision-making. We will improve how we communicate and engage with the public to encourage greater confidence and trust. By securing buy-in for digital solutions from the outset we will support their future uptake. We will input into the design and shape of legislative provisions affecting digital service delivery to support the progression of digitalisation. Upholding legal and regulatory responsibilities, while maintaining strict controls on the privacy and security of public data, will be integral to our approach. We will also ensure all our legislation is digitally enabled. We are committed to fostering the trust of the people of Ireland and will demonstrate continued adherence to legislative and regulatory requirements.



Embedding Innovation*

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

Innovation - Our 2030 ambition is for a *Civil Service that harnesses the power of innovation to deliver world-class policy and services in Ireland.*

In order to respond to unprecedented economic, social, political and technological challenges, new ways of thinking and working are required. Innovation is of growing importance for governments and public service organisations globally.

Failure to innovate can mean loss of opportunity, failure to remain relevant, organisational inertia and failure to meet the expectations of the public. Without innovation, the Public Service is at risk of failing to learn and adapt, becoming outdated and being left behind.

Delivering on an innovation culture will require that our leadership sets the vision for the Civil Service and provides permission to act. It involves developing capabilities at all levels within our workforce and promoting a clear understanding of the language of innovation and relevant principles, methods and tools to deliver. It requires that employees are permitted to collaborate within innovative networks across the Civil Service, capturing the lessons and experience of those working through innovative means to improve service delivery. Innovation also means taking managed risks. This necessitates support from leadership and management levels.

The Civil Service must embrace a culture of innovation, which supports the exploration and adoption of new approaches to pressing policy and service delivery challenges, and which promotes open collaboration to deliver with the public in mind. Our Public Service has made substantial gains in the field of innovation. By aligning with the *Our Public Service Making Innovation Real* strategy along with building on the success of existing initiatives, we will enable transformative innovations to be designed and implemented across the Civil Service.

Fostering this culture of innovation and building appropriate capabilities across the Civil Service will allow us to find new ways of solving problems and to maximise the impact of policy and services. From managing the implications of Brexit to tackling climate change, solving homelessness to healthcare provision, innovation forms a key part of the solutions needed to complex challenges. Innovation will provide new opportunities to build a more agile and resilient Civil Service.

*Aligned with *Making Innovation Real*, the Public Service Innovation Strategy

How will we deliver?

1 We will build innovative solutions by putting the public and users at the centre

Keeping the public at the core of our innovation approach is vital to the value of the solutions we develop. Ireland's demography is rapidly changing, in tandem with the needs and expectations of our communities. By listening to the views of the public and learning from their experiences, we can work together to co-create easy-to-use solutions. Harnessing technology will be key to accelerating and connecting our innovations as part of an improved and coordinated experience for the public.

2 We will create a culture of innovation where staff are empowered to innovate

The pace of change in today's world requires us to rapidly ideate, iterate and scale innovative solutions. Providing the tools and space for staff to collaborate, through physical and virtual means, will form the conditions necessary for ideas to be created and enhanced. Encouraging staff to share and exchange their experiences and insights will promote more openness and exploration across the Civil Service. Connecting with other innovators in the wider ecosystem – including academia, industry, enterprise, and research bodies alike – will allow us to scale and spread solutions at pace. Leveraging opportunities to work as part of diverse teams and engaged networks will enrich innovations and allow us to build on previous successes.

In acknowledging that innovating requires risk taking, we will have strong leadership and risk management processes in place to recognise and manage risk. In committing to putting innovation at the centre of everything we do, the Civil Service will take managed risks to achieve positive outcomes, ensure that we learn the lessons from unsuccessful projects and share the success stories.

3 We will scale up innovation through working across sectors and organisations

Empowering staff to innovate is essential to deliver the desired culture across the Civil Service. This involves growing the innovative skills of our workforce, while developing our leaders to guide teams and ensure that innovation becomes part of our broader processes. We will build on and continue to grow the potential of initiatives to support innovation across the Civil Service. We want to inspire our workforce to adapt in response to change, so as to strengthen our agility as an organisation.

4 We will drive transformative innovation across the Civil Service by pioneering change

Strengthening our strategic capabilities will ensure the Civil Service can innovate for the future. By continuously monitoring for trends and developments, we can be better prepared to respond to new challenges and possibilities. Establishing key governance structures is vital to guiding how we prioritise and implement strategic innovations. These structures will also bring a layer of objective and constructive challenge to our ideas so that they remain viable over time. Staying attuned and responsive to the local and global environment will allow us to deliver lasting and leading innovations for the people of Ireland.





Theme 3: Workforce, Workplace and Organisation of the Future

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

Workforce of the future - Our 2030 ambition is for an innovative and agile Civil Service that empowers our people to work creatively and collaboratively to deliver excellent policy and services to Government and the people we serve.

The environment in which the Civil Service operates is increasingly complex and interconnected. We have exceptional people delivering essential services and developing policy to tackle the most challenging and complex issues facing society.

As the single biggest resource of the Civil Service we need to ensure we are harnessing the full potential of our workforce. At the same time the Civil Service needs to provide staff with the opportunities to build new skills to deliver insights-informed policy and quality services to the public.

As we look to the future, we need to ensure that we continue to support the diverse needs of our workforce by creating greater flexibility for our staff in how and where they work. This will provide further opportunity to attract new talent and to build more diversity in our workforce, one that is more reflective of the Irish society.

The Civil Service needs to attract talented people of the highest calibre and retain them, ensuring that we have the right leaders and managers with the appropriate skills and competencies to encourage and develop excellence. Effective workforce planning at local level will aim to manage workforce requirements to meet evolving business and public needs more efficiently and effectively and address the challenges of the scale of retirements in the future.

The quality of service we provide is determined by the individual and collective performance of our staff. Building on the initiatives delivered through the People Strategy for the Civil Service and by empowering more innovation and collaboration across our teams, we will be better equipped to respond to future demands, tackle cross-cutting challenges and deliver service excellence.

Further development of strategic HR capacity will enable the delivery of the priorities under the next People Strategy for the Civil Service and drive the development of strong leadership and people managers.

How will we deliver?

1 We will develop and implement flexible working models

The future of how we work is evolving with the move away from traditional office-based work. The viability and effectiveness of alternative and blended working models was confirmed during the recent pandemic. A move away from a one size fits all approach will allow for different ways of delivering services and meeting the needs of the public. It will offer greater choice in work patterns and will enable greater mobility for staff across the Civil Service, Public Service and the private sector. The acceleration of online systems, virtual teams, and blended working options all lend themselves to more flexible work practices.

2 We will develop and introduce a new workforce planning framework

A more strategic workforce planning approach will allow the Civil Service to better plan and grow for the future. It will allow us to understand our longer-term workforce needs and to align these with our broader organisational planning process. This will inform wider organisation decisions around budget setting, succession planning and career opportunities for our staff. We will provide a greater level of autonomy and agility at a local level to make staffing decisions as part of a multi-annual budgetary framework. Progressing the implementation of a Human Capital Management System will support the delivery of this priority.

3 We will prioritise and drive the development of key skills for the workforce of the future

The services we provide in the future will be very different to the ones we provide today. We are already seeing a shift in demand towards digital channels, requiring competencies in data analytics, policy development, innovation and megaproject management. We must equip our workforce with the required skills and knowledge while providing opportunities for staff to partake in more meaningful and varied work. Developing leadership capacity at all levels of our system will also play a key part in creating transformational change for the Civil Service.

4 We will continue to develop strategic HR capacity

Looking to the future and drawing on the experience during the COVID19 crisis, we will identify the capabilities with which we need to keep pace in areas such as recruitment, performance management and strategic workforce planning and nurture and develop leadership capacity at all levels. We will also develop our wider HR operating model to better support the evolving business needs of the Civil Service. Boosting our capacity in these areas will bring a more consistent, sophisticated and modern approach to our strategic HR function.



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

Workplace and organisation of the future - Our 2030 ambition is to *create the optimal environment and structures to enable responsive, agile and value-driven ways of working.*

As the challenges we face become increasingly interconnected it is critical that our organisational structure, which has remained largely unchanged since the foundation of the state, allows for maximum agility and collaboration to provide excellence in service delivery and policy formulation.

We will exploit the opportunities for new ways of working and for re-imagining our workplace to foster greater collaboration, flexibility and responsiveness across our system to meet the needs of the public. We will explore opportunities to streamline how we manage and deliver our services.

Creating efficiencies through additional shared service arrangements will help to deliver a more public-centred experience for the people of Ireland. The next generation of shared services will enable the changes required in the nature of work and free staff up for more meaningful roles. There are opportunities to transform our 'back office' operations through innovation in technologies and service delivery.

We will embrace and promote a culture and values which support our vision. We will build a stronger and more innovative Civil Service that encourages accountability, which supports innovation and calculated risk taking rather than stifling it; and creates an environment that supports sustainable continuous development.

The Civil Service will work to attract, engage and nurture a diverse and inclusive workforce in order to best serve and reflect Irish society and to empower our staff to continue thriving within this changeable environment.

How will we deliver?

1 We will review and deliver organisational structures that foster greater agility and collaboration

While the COVID-19 pandemic has demonstrated the capacity, willingness, and unwavering commitment of the Civil Service workforce to adapt and deliver during a crisis, we must now ensure the organisational structure and design fully supports and enables a new way of working. Working with leaders and stakeholders we will develop a structure and design for the Civil Service that will allow for greater flexibility and agility. Shifting from former models to new ways of working will be supported by appropriate governance and accountability mechanisms.

2 We will re-imagine our workplaces to deliver better public services

As the type of work we do evolves, so should our workplace and working models. We are re-thinking our workspaces to meet the changing needs of our staff, alongside the models through which we deliver services to the public. Meanwhile the acceleration of digitalisation across the Civil Service has provided opportunities for how and where we work. We will review the need for a traditional, physical location to perform our roles and consider new and flexible ways of working.

3 We will expand and maximise the potential of shared services

We will identify areas that would benefit from a shared services model. Shared services arrangements for our administration, corporate and business functions will help to maximise the efficiency and value we deliver to the public. Extending their provision across the system will help to reduce administrative burdens for staff and to free up their time to engage in more meaningful work. The National Shared Services Office and the Office of Government Procurement are already making major progress for the Civil Service in leading the transformation of Human Resources, Pensions, Payroll, Financial Management Services and Procurement functions. We also need to invest in

next-generation technology in order to improve the quality and speed of systems. These changes will work in parallel with plans from the Office of Government Procurement to enable a more flexible, accessible and customer-focussed approach to public procurement. By maximising how we share and acquire key services across the system, the Civil Service can be supported to perform in a more optimised and sustainable manner.

4 We will nurture an equal, diverse, inclusive, engaged and empowered workforce

Nurturing a workforce for the future involves bringing equality and inclusivity to the fore of our organisational design. We will build an inclusive workforce in order to better reflect the diversity of modern Irish society. We will achieve gender balance across leadership levels and ensure our recruitment and management processes are fair and open. Fostering greater diversity will help to increase our innovative capacity, inform more balanced decisions and produce more inclusive policy. We will establish strong mechanisms to promote employee health, well-being and resilience and provide supports to build employee resilience during changing and challenging times. We will also implement the National Plan for the Provision of Irish-Medium Public Services.

5 We will promote a positive workplace culture that aligns with Civil Service values

Our culture is shaped by the attitudes and behaviours of our workforce alongside our management practices and leadership styles. We will harness the energy and ideas of civil servants by promoting a culture that empowers staff and aligns with the Civil Service values of independence, integrity, impartiality, equality, fairness and respect. We will review how we engage and communicate with staff across the Civil Service. Championing a values-based culture for the Civil Service will unify, support and empower our staff to work towards shared goals.

5 Evaluation and Governance

Evaluation and Governance

A number of mechanisms will underpin our approach to monitoring and evaluating the implementation of this Strategy.

The Civil Service Renewal Programme Management Office (PMO)

The Civil Service Renewal PMO will guide the implementation of this ten-year Strategy. Robust project and programme management tools and methodologies will be used to manage, track, and report on the progress of the Strategy. Our experience in implementing the 2014 Civil Service Renewal Plan will be drawn on to further guide our approach.

Measuring for Success

The detail within this document presents a ten-year view of our Civil Service Renewal Strategy. The Strategy will be implemented through a series of three-year action plans. These action plans will detail the precise goals and initiatives which will progress each of our strategic priorities. Secretaries General will be Project Sponsors and Project Managers will be assigned to each of our goals, along with designated milestones, outcomes, and metrics. Progress on implementing the commitments within these action plans will be continuously measured, evaluated, and reported on.

We will incorporate a broader set of outcomes to measure the impacts of our interventions on societal well-being, as per the commitment set out in the Programme for Government. Risks and dependencies surrounding our priorities and goals will also be continuously monitored and managed. A key focus of our evaluation approach will be on identifying lessons learned that can be applied to future work.

Progress reports

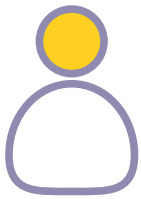
The Civil Service will publish Progress Reports on an annual basis to detail the status of the priorities within the renewal Strategy. The successes and accomplishments delivered by our workforce will also be communicated and celebrated.

Governance

Stringent governance will be put in place to provide strategic oversight of the cycle of three-year action plans over the next decade. The Civil Service Management Board will lead the delivery of this Strategy.



The Civil Service in Numbers



41,600+

staff members across over **40 Departments** and Offices at November 2020

Over

15 million



customer contacts with Revenue completed by June 2019, **11 million** of which were online (76%)

The Open Data Portal logged

27,444

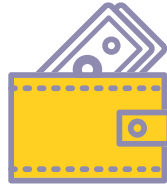
visitors in May 2020, an **80% increase** from the same month in 2019



4% of the Civil Service workforce are aged **30 or under**



73% are aged **40 or over**



An average of

53 billion

of public expenditure is managed by the Civil Service



867,749

MyGov single access accounts created by November 2020

26,822

responses analysed in the 2020 Civil Service Employee Engagement Survey (65% response rate)



Over

595,000

tests carried out by the State Laboratory on **13,781 samples** by June 2019*

Over

1.28 million



installations of HSE **COVID 19-Tracker** App as of September 2020



Over

900,000

passports were issued in 2019, a 7% increase on 2018



4.5 million

logins were recorded on MyWelfare.ie during the March-June 2020 period

196,177

Personal Public Service (PPS) numbers were allocated in 2019



85%

of respondents on 2019 Civil Service Customer Survey were **satisfied with the service** and outcomes from their most recent contact with the Civil Service



Over

80.6 million

social protection payments completed to over **1.9 million** recipients by June 2019



Over

520,100

Public Service Cards issued in 2019, bringing the total number to over **4.16 million** by year end



Rialtas na hÉireann
Government of Ireland