

**Public Service Agreement 2010 - 2014 (Croke Park Agreement)  
NON-COMMERCIAL STATE AGENCY SECTOR  
STATE AGENCY ACTION PLAN : COUNTY AND CITY ENTERPRISE BOARDS**

The role of the County and City Enterprise Boards (CEBs) is to support the micro-enterprise sector (i.e. businesses with 10 employees or less) in the start-up and expansion phases, to promote entrepreneurship at local level and to assist the development of sustainable growth-orientated micro-enterprises which can generate job creation at a local level and which, over time, can develop into strong export entities and transfer to the Enterprise Ireland portfolio. The legal structure of CEBs is that each CEB is an independent company limited by guarantee. The Croke Park Agreement commits Departments and Agencies to increasing efficiency and reducing costs. Due to the nature of public expenditure, the area where greatest savings can be achieved is via a reduction in the pay budget through a reduction in staff numbers. Through the effects of the ISER and the moratorium staff levels across the 35 CEBs have already decreased significantly (there has been a reduction of 14% in the staff headcount since early 2009) while at the same time demands for the services of the CEBs have significantly increased, in particular, from people who have been made redundant and are now seeking self-employment opportunities. In addition it should be noted that since the establishment of a CEB Central Coordination Unit (CCU) in 2007, within Enterprise Ireland, operational efficiencies for the CEB network have already been achieved through coordinating centrally some CEB initiatives and through improving shared services across the CEB network e.g. negotiation of a better rate of public liability insurance for all CEBs. Opportunities for further efficiencies are being explored across a number of areas such as the further centralisation of services and business processes.

While current legal structure of the CEBs places constraints on any broad based inter-CEB staff mobility and re-deployment at present, the potential for further HR efficiencies will be explored. The nature, and pace of implementation, of some HR proposals will be dependent on the implementation of any mechanisms that are negotiated centrally in relation to areas such as redeployment / mobility arrangements, shared services and outsourcing. Staff of the CEBs will be part of any such central agreement. The Programme for Government recognises that enterprise and job support functions are being carried out by local, regional and national agencies and recognises the need to streamline such functions, to increase shared knowledge capability and resources while saving on administration costs. A critical focus in achieving any such streamlining, is to ensure that the delivery of services is not compromised. It is imperative that there is a coherent and cohesive delivery of State support to the indigenous business sector which is based on clear enterprise policy principles and the Minister for Enterprise, Jobs and Innovation is engaging with Departmental officials and Government colleagues to determine the best future structure for delivery of supports to micro-enterprise.

<b>1. Better human resource management</b> <i>Actions to include under this heading include reductions in numbers, redeployment, reconfiguration of service delivery, revisions in attendance arrangements, better attendance and absence management, etc.</i>			
<b>Terms of the Public Service Agreement 2010 – 2014</b> <i>(refer to all relevant paragraphs)</i>	<b>Action</b>	<b>Timeframe</b>	<b>Benefits Arising 2010 - 2014</b>
1.3 4.1 6.4	<b>HR Best Practice Implementation</b> The County Enterprise Boards will pursue implementation of best practice HR strategies in pursuit of more efficient implementation of their mandates. The possibilities for greater staff mobility and flexibility will be examined as will current attendance management systems and practices.	Ongoing The potential to develop such a system will be influenced by any decision to restructure the CEBs.	Improved staff management and greater efficiency
1.4 1.5	<b>Staff resources – doing more with less</b> The CEBs are already operating with reduced staff resources but meeting the same business objectives. Further efficiencies will result from the reductions in current expenditure allocations in 2011 and beyond.	Ongoing	CEB staff have already undertaken both existing and increased work levels with fewer resources and in this regard savings have already been delivered.
<b>2. Better Business Processes</b> <i>Actions under this heading would include efficiency measures including procurement, revisions to business process, reconfigurations and other changes to service delivery options, including sharing of service, revisions to regulatory/inspection actions, and so on.</i>			
<b>Terms of the Public Service Agreement 2010 - 2014</b>	<b>Action</b>	<b>Timeframe</b>	<b>Estimated Savings/Benefits Arising 2010 - 2014</b>
1.10 1.11 4.13 4.15	<b>Centralised payroll processing</b> The potential for a centralised payroll system for the 35 will be examined.	The potential to develop such a system will be influenced by any decision to restructure the CEBs.	A shared system could lead to greater efficiency arising from greater ease of data collection, and a reduction in administrative time spent on the process.

<p>1.10 1.11 4.13 4.15</p>	<p><b>Centralised procurement</b></p> <p>The potential for greater centralised procurement of duplicate requirements across the 35 CEBs such as IT and telephone systems, Insurance policies, printing costs etc are being examined.</p>	<p>Ongoing</p> <p>Some progress already made with public liability insurance. Other centralised procurement options being explored.</p>	<p>Cost savings through group schemes</p>
<p>1.10 1.11 4.13 4.15</p>	<p><b>Single Accounting Package</b></p> <p>The potential to develop a standard accounting package for use by all CEBs is being examined.</p>	<p>Survey underway</p>	<p>Uniformity of reporting and accounting would lead to administrative efficiencies in staff time and overall costs, and standardise reporting across the network.</p>
<p><b>3. Delivering for the Citizen</b> <i>Actions under this heading would include efficiency measures and improvements to the processes by which your Department/body delivers its services to the public, including changes to the technology used, better data management, including around identity, and so on.</i></p>			
<p><b>Terms of the Public Service Agreement 2010 - 2014</b></p>	<p><b>Action</b></p>	<p><b>Timeframe</b></p>	<p><b>Estimated Savings/Benefits Arising 2010 - 2014</b></p>
<p>4.13</p>	<p><b>Centralised Client Training Programmes</b></p> <p>CEBs offer training supports which are tailored to local requirements. This has actually been one of the key successes of the CEBs. However the development of shared training facilities/programmes, where appropriate, for client companies will be examined.</p>	<p>Ongoing.</p> <p>The potential to develop such a system will be influenced by any decision to restructure the CEBs</p>	<p>This could reduce duplication, and promote administrative and cost efficiencies.</p>