

Part 2: Sectoral Agreements

1: Health Sectoral Agreement

Over the coming years, the population will continue to grow and age, and the factors impacting on demand for services (such as the incidence of cancer and chronic diseases) will increase. At the same time, the numbers working in the health services will reduce. Against this background of reduced budgets and workforces, the challenge therefore is not only to maintain the level, quality and safety of services but to expand the range of services that can be easily accessed by patients and clients in their own communities so as to avoid them having to attend hospital.

The required reorganisation will focus on:

- (a) providing, across all settings, planned services over an extended (8 a.m. to 8 p.m.) day on a Monday to Friday basis and/or five over seven day basis, while also providing emergency services on a 24-hour 7-day basis, thereby reducing the staffing and other resources required at nights and weekends;
- (b) achieving a more productive match between staffing and service activity levels across the working day/week/year while safeguarding quality and clinical performance;
- (c) achieving ongoing reductions in the number of in-patient beds and increases in day case, outpatient and diagnostic capacity, in order to provide faster access to services at lower unit costs;
- (d) providing a greater range of services in community settings, particularly through primary care teams and social care networks, including the provision of such services on a planned basis in the evenings and at weekends;
- (e) delivering better health outcomes and more cost efficient services by reconfiguring a range of other services, including the National Cancer Control

Programme, Vision for Change, the medical laboratory services and pre-hospital emergency services;

- (f) compliance with the requirements of the European Working Time Directive;
- (g) the development and implementation of care/disease pathways, processes and protocols to deliver better quality care at lower unit costs;
- (h) further developing and utilising the skills of all health professionals through the introduction of expanded roles and direct referral pathways; and
- (i) the identification and implementation of all opportunities to centralise functional, transactional, support and other services at national level, including areas such as medical card and other scheme processing functions, payroll, procurement and purchasing, ICT and HR management.

Services will have to be maintained and increased/improved within:

- (i) an employment control framework for the health services which incorporates the existing moratorium on recruitment and promotion, including its provisions for limited exemptions for some grades and exceptions in some circumstances;
- (ii) the implementation of the incentivised scheme for early retirement, the special career break scheme and the shorter working year scheme; and
- (iii) expenditure control/management arrangements which require adherence at all levels to pay and non-pay expenditure allocations, while building on the arrangements now in place to manage expenditure in other areas like demand-led schemes and the Fair Deal.

The following collaborative approach involving unions and employers is agreed so that the challenges outlined above can be faced in a manner that delivers significant cost efficiencies while protecting the quality and effectiveness of services provided to the public.

Significant improvements have been made in performance measurement in the health system in recent years and this must be continued with renewed effort and focus. The parties also undertake to develop and implement an agreed system for measuring and tracking changes in the input costs (both pay and non-pay) and outputs delivered by the health services over the period covered by this Agreement. This system will be put in place within three months of this Agreement, and will have an important role in the quantification of change and productivity. It will be used to record the contribution of staff to improved quality, productivity and outputs in the context of the work of the Implementation Body and accountability to the public.

The parties agree that the following range of measures which will need to contribute to the goals of high quality and cost effective services will be developed and implemented under the overall direction of the Implementation Body in order to achieve the foregoing service outcomes in a way which respects the above expenditure, employment and staff engagement requirements.

Organisational and service change, on the scale required by this Agreement, requires robust consultation with the trade unions, which takes account of staff concerns and rights. The health services' information and consultation mechanism will be used to assist implementation of the required change in an atmosphere of industrial peace.

All previous agreements, collective or otherwise, or recommendations by industrial relations bodies remain intact, however, nothing in these should delay implementation of these measures.

It is agreed that measures 1 to 11 below will be implemented with immediate effect:

1. the redeployment/reassignment, in accordance with the agreed scheme (Health Sector Redeployment Protocol in Part 3), of staff within and across service locations within the publicly-funded health service, and across the wider public service;
2. further development and delivery of integrated patient centred care;

3. changes to organisational structures, including changes arising in the context of the roll-out of the integrated services programme (the HSE and IMPACT are involved in discussions at the LRC for the purpose of reviewing and agreeing changes to the HSE/IMPACT Framework Agreement and to agree an ongoing process to deal with organisational changes);
4. multi-disciplinary working and reporting arrangements, in addition to existing intra professional clinical governance, that extend beyond professional boundaries particularly in community services;
5. pro-active engagement through partnership structures at all levels to identify and implement initiatives designed to reduce non-pay expenditure through measures to improve value for money, elimination of waste, supply chain management, reduce unnecessary diagnostic tests, etc;
6. revised cross-cover arrangements and reductions in on-call tiers, particularly for NCHD grades, in relation to achieving compliance with the European Working Time Directive;
7. better management of risk, safety and quality within the health sector, through adherence to systems, care pathways, disease programmes, protocols, audit, information management systems, etc. Such systems must be developed under the authority of the Director of Quality and Clinical Care and operationalised under the direction and oversight of the relevant clinical leaders at local level e.g. medical, nursing or allied health professional grades, consistent with the recommendations of the Commission on Patient Safety and Quality Assurance;
8. the use of evidence-based performance measurement, to drive continuous improvements in efficiency/effectiveness;
9. the application of merit-based and competitive promotion policies, based on best practice, at all levels;
10. strengthening of individual, professional and statutory accountability for senior management (General Manager and its equivalent upwards) and comparable clinical grades: preparations for the introduction of PMDS in 2011 will involve discussions with unions during 2010 drawing on experience from elsewhere in the public service;
11. the centralisation of functional, transactional, support and other services, as outlined earlier, including through the use of shared services within the public health services;

12. the introduction of an extended working day covering the period 8 a.m. to 8 p.m.(i.e. same contracted hours but different scheduled attendance patterns) for all grades in service locations where this is identified as needed to meet service requirements¹;
13. the introduction of new arrangements to support the delivery of services over an extended period up to and including 24/7 emergency services (i.e. same contracted hours but rostered differently) for all grades in service locations where this is identified as needed to meet service requirements¹;
14. reviews by management, including nurse management, of existing rostering arrangements including skill mix, to incorporate changes to achieve the optimal match between staff levels, service activity levels and patient dependency levels across the working day/week/year;
15. as part of the transformation programme across the health service, a process involving all relevant stakeholders is well advanced to deliver major change to the medical laboratory services and associated work practices. The programme will deliver the optimal structures to ensure a quality and fit for purpose 24 hour service.

National / Local Engagement

The parties recognise that building trust at both national and local level is a key component to the successful implementation of the transformation programme for the health sector. The parties accordingly commit to a new ‘Strategic Engagement and Innovation Initiative’ that will provide the context for both national-level and local-level engagement between management, unions and health service staff. The focus of this initiative will be on working together on a collaborative basis to achieve specified and measurable outcomes in relation to cost containment, service integration / reconfiguration, staff engagement and well-being, redeployment, etc.

Key elements of the strategic innovation initiative will include a number of initiatives, drawing on existing resources and expertise available within the HSE, including:

¹ It should be noted that with effect from 16 December 2008 (HSE Circular 03/09) all new employees of the HSE and HSE funded agencies are already liable to work rosters necessary to deliver extended services beyond Monday to Friday including weekends where flexibility is required to address real service demands. New employees include existing staff appointed to promotional posts and staff on renewed temporary contracts.

- a national level Steering Committee involving the HSE, other health service employers, trade unions, service users to monitor and support the significant work being undertaken at local level by unions, management and staff;

Acknowledging the urgency and the need for the speedy implementation of change as set out in this Agreement, the parties agree to utilise existing formal procedural protocols and to apply them in a positive and constructive manner to support the implementation of the overall agreement across the health service. This undertaking includes compliance with:

- The Health Service Information and Consultation Agreement of September 2006 (which gives effect to the EU Directive and the 2006 Act)
- Improving our Services: The HSE Guide to Managing Change in the Health Services of July 2008.

Consultation / Adjudication Process

In the case of measures 12, 13 and 14, each measure will be discussed with trade union representatives at local level; each proposal presented to the trade unions will contain a full description of the planned change and an assessment of the impact, if any, the change will have on employee numbers, rosters, earnings, redeployment/re-skilling and family circumstances. Training and development remains a priority for the health sector.

Where the service change will impact on the family commitments and personal or social arrangements of staff, the consultative process will be used to satisfactorily address the issues arising for individuals in advance of the introduction of the change. Opportunities for re-skilling and re-assignment will be promoted as a key method to retain and secure employment in equally attractive roles within the health service where continuation in a current role is not possible.

In particular, in implementing measures 13 and 14, management should present a plan which contains the following:-

- the strategic/policy/legislative basis for change
- the objectives of the plan

- an analysis of the need/demand, which underpins the plan
- confirmation by management that the alternative working arrangements will meet quality and clinical care requirements
- impact on human resources – numbers/rosters/earnings across all disciplines
- any information on cost savings
- impact of the alternative attendance pattern on earnings, family commitments and personal or social arrangements.

In the case of measure 12, the process will deal solely with the impact of the alternative attendance pattern on earnings, family commitments and personal or social arrangements.

Where agreement cannot be reached at local level within 7 days either side may seek the intervention of a Joint Review Group.

The Joint Review Group consists of 2 staff representatives and 2 management representatives including 1 representative from the relevant discipline on both sides.

Affirmation (2nd. Stage)

The Joint Review Group will assess the proposals and endeavour to assist the parties within 7 days of referral. The process shall, in addition, identify and address the clinical risk, governance and related issues arising from the proposed service reconfiguration.

Dispute Resolution (Final Stage)

If the Joint Review Group cannot resolve the matter within 7 days of the referral, either party can refer issues relating to the impact of the alternative attendance pattern on earnings, family commitments and personal or social arrangements to an agreed third party adjudicator who will hear the dispute and issue binding proposals to both sides within 21 days of the referral. Implementation of the adjudicator's findings will commence immediately. Adjudications in relation to loss of earnings will be paid within 90 days or as otherwise recommended.

The existing premium rates, as confirmed by letter to the Staff Panel, will continue to apply, and will also apply equally to categories of staff who historically have not worked these patterns and who, therefore, did not receive these premium payments.

Discussions with the Irish Medical Organisation

Further discussions will take place with the Irish Medical Organisation in relation to the Government commitment to make appropriate changes to the Competition Act and a transformation agenda for General Practitioners (GPs). These discussions will be completed within two weeks.

2: Education Sectoral Agreement

The following range of measures are designed to facilitate the most effective and efficient use of resources and to maximise the quality of educational delivery.

Teachers

- The provision, with effect from the start of the 2010/11 school year, of an additional hour per week to be available to facilitate, at the discretion of management, school planning, continuous professional development, induction, substitution and supervision (including supervision immediately before and after school times). This list is not exhaustive.
- With effect from the start of the 2010/11 school year, post-primary teachers to be available for three timetabled class periods per week under the supervision and substitution scheme (while leaving the current maximum number of hours used per teacher per week under this scheme the same as at present).
- Full implementation of new procedures providing for redeployment of surplus teachers, to commence from June 2010 and to be fully implemented for the start of the 2011/12 school year.
- A comprehensive review and revision of the teaching contract to identify and remove any impediments to the provision of efficient and effective teaching to students in all sectors. This review and revision to be completed in advance of the start of the 2010/11 school year.

Special Needs Assistants

- A comprehensive review and revision of the existing employment terms and conditions to identify and remove any impediments to the provision of efficient and effective support for students with special care needs. This review and revision to be completed in advance of the start of the 2010/11 school year and

to have regard to those elements of the Towards 2016 Agreement relating to SNAs.

- Flexible deployment of Special Needs Assistants within schools to respond to urgent work demands and to cover for periods of absences by SNA colleagues.
- Where work demands arise during non-instruction days, school management will continue to have discretion to deploy staff to appropriate SNA duties.

Vocational Education Committees (Other than teachers and SNAs)

- A comprehensive review and revision of existing employment terms and conditions to harmonise them with similar grades in the public service. This review and revision to be completed in advance of the start of the 2010/11 school year.
- Co-operation with the restructuring and rationalisation of the VEC sector.
- Co-operation with the introduction of shared services in areas such as payroll, student support, procurement and purchasing, ICT and HR management.
- Implementation of redeployment schemes across the VEC sector and the wider public service with effect from the start of the 2010/11 school year. These schemes to have regard to schemes developed in comparable sectors.

Institutes of Technology

- The completion by 31 August 2010 of all elements of the review of the academic employment contract currently in train.
- With effect from the start of the 2010/11 academic year, the provision of an additional hour per week to be available to facilitate, at the discretion of management, all educational activities in the Institutes. This usage to be informed by the outcome of the review referred to above.
- Flexible delivery of new courses specifically targeted at unemployed individuals.

- Implementation of redeployment schemes for academic, administrative, technical and support staff across the Institutes and between Institutes and the wider public service as appropriate with effect from the start of the 2010/11 academic year.

Universities and other Higher Education Institutes

- With effect from the start of the 2010/11 academic year, the provision of an additional hour per week to be available to facilitate, at the discretion of management, teaching and learning in the university/institute.
- Co-operation with the introduction of academic workload management and full economic costing models and with the compilation of associated data to support these.
- Co-operation with redeployment/re-organisation/rationalisation arising from the review of Higher Education strategy and changing economic and social circumstances.
- A comprehensive review and revision of employment contracts to identify and remove any impediments to the development of an optimum teaching, learning and research environment. This review and revision to be completed in advance of the start of the 2010/11 academic year.

3: Civil Service and Non-Commercial State-Sponsored Bodies Sectoral Agreement

Introduction

The Civil Service and State Agency sectors will be smaller, leaner, more integrated and more technology driven. They will be high performing, efficient and effective, operating within a reduced cost base and with fewer staff. Outdated practices will be eliminated and existing resources better managed.

Measures required to achieve this vision are set out below. These build on developments to date in HR practices as well as improved business processes in areas such as revenue collection and agriculture payments. The Civil Service and State Agencies will also be bound by measures of more general application throughout the Public Service, tailored as appropriate to meet the needs of individual sectors, in addition to the specific commitments outlined below.

Greater Flexibility

With a view towards progressing the requirement for a more flexible public service, it will be necessary to redeploy staff from non-priority areas to services requiring additional resources or arising from the rationalisation and restructuring of various public services, within individual sectors and across the wider Public Service itself. Redeployment of civil servants and the staff of non-commercial State-sponsored bodies (NCSSBs) will take place in accordance with the agreed redeployment arrangements set out in Part 3 and will supersede any such existing redeployment arrangements.

In the context of managing this transformation agenda, issues such as restricted mobility, staffing levels and structures, work practices, office opening and closing hours, shift patterns, attendance and cross-stream reporting arrangement patterns will be reviewed and may be revised. It is accepted that where such practices are shown to give rise to unnecessary costs or inefficiencies they will be eliminated. The parties, therefore, commit themselves towards achieving a modern, efficient and customer focused service which will meet both current and future public service requirements in the context of restricted public expenditure levels, involving reduced budgets and the overall numbers employed. Such reorganisation involves a commitment on all sides, and where it is

deemed essential and necessary to achieve the better utilisation of human resources, to consult on and implement these changes.

The parties recognise that a more accelerated engagement is required at local level in order that negotiations to achieve the above objectives can be brought to finality and are committed to the speedier resolution of such negotiation processes.

In the event of the parties reaching an impasse on any of the above matters at Departmental/ NCSSB level, either party may refer the issue(s) in dispute in accordance with the resolution mechanism provided for in the overall public service agreement.

Management reaffirms the importance of the continued promotion of the work life balance arrangements in the Civil Service. The transformation agenda accepted by both sides requires that previously agreed work-life balance policies and arrangements may need to be reviewed and revised as appropriate in the context of more integrated public services and with a reduced cohort of staff.

Where such a review is deemed essential, the parties agree to review all such existing arrangements with a view towards aligning the efficient delivery of services and individual employees' previously agreed arrangements. In this context, options for e-working or redeployment (in line with the agreed redeployment arrangements) may be considered where feasible. Where changes to such arrangements are deemed necessary, consideration will be given to the impact on any individual affected and any changes implemented on an agreed basis.

It is agreed that discussions on a review of the "Work Sharing Circular" with a view towards issuing of a new circular will be concluded within the next two months and if not agreed referred to Arbitration by 1st June 2010.

In addition, the revised arrangements for managing sick leave will be implemented on June 1st 2010.

Measures will be put in place to ensure a high performing, high productivity Public Service. Merit-based, competitive promotion policies will be the norm across all grades.

There will be greater use of open recruitment at all levels. Appropriately skilled personnel from outside the Public Service will be recruited in order to secure scarce and needed skills, for example in the field of information technology.

In line with the commitment to introduce significantly improved performance management across all Public Service areas, and following the current review, the Performance Management and Development system will be strengthened with promotion and incremental progression linked in all cases to performance and the implementation of appropriate systems to address under-performance, including, where appropriate, training or, where necessary, through disciplinary procedures. The review will be completed and the necessary measures implemented in 2010. It is recognised that the issue of a third party involvement will be finalised one way or the other in the context of the review.

Better business processes

Business processes and service delivery will be improved by a move to service provision online as a norm, the elimination of data entry, the reuse of information already provided, the centralisation of transaction handling, the use of electronic funds transfers, and a review of relevant legislative provisions. The introduction of new technology will be regarded as the norm.

Better arrangements for the management of risk and better and more co-ordinated inspection arrangements will be introduced across functions within the Public Service.

There will be a greater sharing of resources through the use of shared services within and across sectors, in activities such as human resources, pensions, payroll, financial management, procurement and ICT.

Greater efficiency will be achieved by the use of EFT payments. Outdated and inappropriate practices and arrangements will be eliminated.

Non Commercial State-sponsored Bodies (NCCSBs)

The measures identified above will apply to the Civil Service and also to NCCSBs as appropriate. In addition, implementation of the decisions announced by the

Government on the rationalisation of State agencies and any future decisions will involve redeployment arrangements within NCSSBs and between NCSSBs and the Civil Service or the wider Public Service, in line with the agreed redeployment arrangements, as well as the greater use of shared services within or between NCSSBs or between NCSSBs and the Civil Service.

There will be full support in the Civil Service and State Agencies with programmes and initiatives to support and assist the unemployed, including the rollout of the FÁS placement programme. This Programme will not displace existing graduate placement programmes.

Appendix: Irish Prison Service

The Irish Prison Service must secure prison grade payroll savings of €21million to ensure the maintenance of the prison service on a safe and secure basis within the constraints outlined at Paragraph 1 of the Civil Service document.

To build on the progress already made in the PFOC and to achieve greater modernisation within the IPS it will be necessary to engage in a joint fresh examination of all tasks within the prisons system. The task review will examine in detail all current organisational, structural and operational arrangements that are necessary so that prisons can operate in the most effective and efficient manner.

This in depth review will include consideration of:

- All staff to management ratios;
- Measures to further empower supervisory management grades;
- Greater use of technology, e.g. video links, tuck shops, further development of PRIS, consideration to be given to the development of the electronic transfer of warrants;
- Changing detailing arrangements, including self detailing;
- Introduction of enhanced sentence management processes. In this regard there are progressive regimes and enhanced privileges schemes operating in other European jurisdictions, for example, prisons in Northern Ireland promote mutual respect, a positive working relationship with staff, other professionals and fellow prisoners, which can form the basis of proposed regime changes in the Irish Prison Service. This transformation would allow reduced staffing levels where feasible and having regard to health and safety, thus freeing up staff to open new areas of the prison estate;
- Practices such as grace periods and meal breaks will be reviewed and may be revised where necessary;
- A review of all allowances on a cost neutral basis with a view to aligning the payment of allowances with IPS strategic priorities.

Adoption of the findings of the review may result in adjustments to some rosters, in line with the general principles as outlined in Paragraph 3 of PFOC, and may require greater flexibility in relation to staff transfers. Every effort will be made by all parties to ensure

the delivery of the savings identified above is achieved through this examination of all tasks in the prison system. This task review will be completed on a rolling basis between June and September 2010. Implementation of the findings of the review at any location shall commence within 6 weeks of the completion of the review at that location.

In the event that the necessary level of savings outlined above cannot be clearly identified by the end of this process it may be necessary to introduce changes to ensure the required level of savings are delivered. In the event that such proposals are tabled by either side any issues arising will be considered by the parties for early resolution. Where agreement cannot be reached at this level the dispute resolution mechanism set out in the main Civil Service document will apply.

In line with the overall civil service agreement proposals in the following areas will be progressed:

- Open recruitment above entry level;
- A scheme of accelerated promotion;
- Building on Agreed Report 5/97, the introduction of new prison administration grades with defined roles and responsibilities.

Nothing in this agreement will be taken to imply anything beyond the terms of the agreement.

4: Local Government Sectoral Agreement

Introduction

Local government has implemented the following Government policies to address these challenges

- The suspension of payment of the general round increases under the terms of the Review and Transitional Agreement;
- The application of a general moratorium on recruitment and promotion in the Public Service;
- The introduction of a pension related deduction of an average of 7% from the earnings of all public servants; and
- The implementation of incentivised early retirement (ISER) and career break schemes (ICBS).

These measures combined with the reorganisation and restructuring of work have contributed to cost reduction, although, in some cases, this has been tempered by resulting and immediate higher superannuation costs for the local government sector. The implementation of the ISER and ICBS schemes have led to a combined exit of almost 600 whole time equivalent staff from the system. This, combined with the implementation of the moratorium and the use of more flexible work patterns etc have enabled the sector to reduce its staffing complement from 37,242 whole time equivalents in June 2008 to 32,252 in December 2009.

Restructuring

A key element in reducing internal boundaries and simplifying the production of services will be the rationalisation of State agencies in the local government sector. These measures will help provide central corporate supports to a local government sector focussed on the delivery of value for money services to the public.

The future development of local government structures will take place in the context of the Renewed Programme for Government and to be reflected in the White Paper on Local Government. Implementation of any restructuring measures will take account of

this programme and have regard to the contents of the White Paper. These may be expected to take account (inter alia) of the need for rationalisation of services and delivery through shared service resources. The local government sector has several examples of such changes being successfully implemented, including the following

- Restructuring of organisations to reflect a reduced number of directorates and greater levels of responsibility at Director of Service level and below
- Achieving more efficient delivery of services through a variety of organisational and delivery models.
- Restructuring of service delivery to leverage the operational benefits available through regional delivery, e.g.
 - Regional Project Offices for roads projects
 - Regional planning and management of river basins and regional development of emergency plans
 - Provision of waste licensing on a shared regional basis
 - Provision of landfill facilities on a regional basis
 - Provision of services such as fire services on an agency basis from one LA to another
 - Provision of corporate and other services by city and county councils for town and borough councils (e.g. payroll/rates collection/traffic fines/recruitment/planning/sanitary)
 - Co-ordination of county wide services across sectors through the local authority-led multi-agency County and City Development Boards.

Restructuring along these lines will be required on an ongoing basis as organisational and operational needs dictate. There will be a substantial move to shared services for finance, payroll, HR and other activities. In this regard, the local government sector is in the process of implementing a shared superannuation service and is investigating further opportunities in payroll consistent with and contributing to the Transforming Public Services agenda. Optimum achievement in these areas will depend in turn on progressing some underpinning elements such as reducing the number of pay cycles, having regard to the need for transitional measures.

Such organisational restructuring is intended to promote greater coherence in policy-making and service delivery and can yield significant cost savings in respect of both

service delivery and internal administration. It is intended also that national agencies would engage local authorities amongst others in the delivery of services on their behalf. The local government sector has significant experience in the delivery of services on a collaborative basis, including the following examples

- Provision of the Rental Accommodation Scheme (RAS)
- Establishment of Economic Units within Local Authorities
- Accommodation of the Sports Partnership Facilitator role within the corporate auspices of the local authority
- Provision of superannuation services for VECs.

Significant further potential exists to deliver services through the local authority structures and infrastructure, and using innovative collaborative models, including the following illustrative and non-exhaustive list of examples:

- Provision of services relating to the operation of City and County Enterprise Boards
- Provision of services for FÁS
- Provision of services relating to means testing for the Department of Social Protection and others
- Provision of tourism initiatives on behalf of Tourism Ireland and the Department of Tourism, Culture and Sport
- Assistance in the provision of community services

Shared Services

There will be a greater sharing of resources through the use of shared services within the local government sector and across the public service. In the local government sector, shared service approaches could be investigated to leverage additional value from processes related to the register of electors (which is expected to come within the mandate of an Independent Electoral Commission in accordance with the renewed Programme for Government) and the processing of motor tax applications.

Co-location of staff from national bodies in local government hosted one-stop centres will be promoted.

Procurement

The local government has launched initiatives for aggregated procurement of electricity. This approach could be extended to a range of areas including, for example, the procurement of fire tenders. At an institutional level, individual local authorities are pooling procurement functions in areas such as media buying.

The e-quotes system will be further developed and utilised in the local government area.

e-Government

In the local government sector, the delivery of the NPPR tax initiative has been largely conducted online, with 75% of payments to date being made online through a shared facility developed by the LGCSB. Availability of planning documents and motor taxation online are further examples of developments in this area. Individual local authorities have gone further, and process payment of waste and water charges online. The local government sector will continue developing online and e-services where the potential exists.

Redeployment

The principles of redeployment for the local government sector will be aligned with those set out in the redeployment schemes for the Civil Service and Non Commercial State-sponsored Bodies. This scheme will reflect the needs of the local government sector and will complement schemes adopted in other sectors (See Local Government Redeployment Arrangements appended).

The parties to this agreement will agree a comprehensive redeployment scheme for the sector consistent with the principles being applied across the public service. In the local government sector, redeployment will take place in the first instance within individual county and city councils, and thereafter between individual county and city councils, and between individual county and city councils and other civil and public service bodies.

Where disputes arise as to redeployment, there must be a speedy and final method of resolution. Extremely flexible redeployment arrangements must be viewed as the corollary to arrangements that do not provide for compulsory redundancy.

Productivity and Performance

It is essential that the productivity potential from new work practices is realised in areas such as rostering, cross-stream reporting, team based working and the development of skills mixes, with a potential consequential effect on current payments. Better management and standardisation of annual and sick leave, and family friendly policies, including flexitime, will be necessary to manage continuity of service and peak demands and to effect pay bill savings. Other flexibility is possible through eliminating demarcation (e.g. Litter inspectors would be required to provide remedial works where appropriate). The “Main Trade Makes Good” agreement would be fully leveraged to support this flexibility.

It is recognised that PMDS requires modification in order to achieve its full potential. In particular, there is a need to link PMDS and other HR policies. This will require the development and implementation of a competency framework for all grades in local authorities. Incremental progression and promotion will be linked to PMDS, and will provide a methodology for recognising staff who perform well and for handling underperformance. The revised PMDS model will be designed and agreed by the PMAMG.

In the local government sector, examples of productivity include:

- Modernisation of work practices and the linking of payments to hours worked
- Review of on call arrangements
- Maximise flexibility and service provision through a review of current working arrangements

Issues for resolution will be dealt with in accordance with the provisions of the dispute resolution mechanism contained in paragraph 24 of the general Public Service Agreement.