

Public Service Agreement 2010-2014 (Croke Park Agreement)

Integrated Action Plan for the Marine Institute

1. Better human resource management		
<i>To include, for example, actions around the reduction of staff numbers; the redeployment of staff to areas of greatest need; the restructuring/reconfiguration of service delivery; changes to work practices; revisions in attendance arrangements; absence management; performance management etc.</i>		
Terms of the Public Service Agreement 2010 – 2014	Action/commitment	Target Date for Implementation
Paragraph 1.1	Actions around the reduction of staff numbers Arising from the retirement of a Field Assistant, we will review business processes and allocate his duties to remaining staff. Arising from the retirement of a section Manager we will review business processes and allocate her duties appropriately, changing work practices where required and consider redeployment if necessary.	Q2 2012 Q2 2013
Paragraph 1.1	Redeployment Arising as a result of a vacancy, the Marine Institute will redeploy an EO from its strategic planning function to the Fish Health Directive function. Arising from staff retirement (Section Manager/Engineer Grade I) the Marine Institute will redeploy a HEO from Marine Environment to manage its Communications function. This replacement is enabled by the introduction of new technology (see paragraph 1.10) below. A HEO will be redeployed to strengthen the delivery of cross departmental objectives in supporting the interdepartmental marine co-ordination group	Q1 2012 Q1 2012 Q1 2012
Paragraph 1.1	Reconfiguration of service delivery - Marine Strategy Framework Directive In order to facilitate the implementation of the Marine Strategy Framework Directive, the Marine Institute will provide advice to DAFM, DEHLG and other government departments who are impacted by the provisions of the directive on the necessary legislative provisions that must be made.	2012 - 2014

Terms of the Public Service Agreement 2010 – 2014	Action/commitment	Target Date for Implementation
Paragraph 1.9	<p>Reconfiguration of service delivery - Water Framework Directive</p> <p>In order to introduce a monitoring programme for Coastal and Transitional Waters as required under the Water Framework Directive, the Marine Institute will work closely with the Environmental Protection Agency and the Department of Environment, Community and Local Government. This cooperation will include the Marine Institute management of an outsourced monitoring programme (see Appendix paragraph 6 below), which includes close coordination with EPA, Marine Institute and SFPA sampling monitoring programmes.</p>	2012 - 2014
Paragraph 1.11	<p>Reconfiguration of service delivery and changes to work practices</p> <p>The Marine Institute will collaborate with the Veterinary Officers of DAFM in the implementation of the Fish Health Directive. DAFM Veterinary Officers will carry out inspections on behalf of the Marine Institute following the training provided by the Marine Institute. In addition, the Marine Institute, in will seek to reduce the number of visits by state officer to aquaculture production sites through the introduction of “shared inspections” with DAFM, the SFPA and other state agencies.</p>	2012 - 2014
Paragraph 1.8 Paragraph 4.1 Paragraph 4.11	<p>Absence Management</p> <p>Absence will be closely monitored using monthly metrics by all managers including the senior management team. We adhere firmly to Marine Institute policies and Circular 09/2010. All forms of leave including annual and parental leave will be managed proactively to reduce impact on service delivery.</p>	2012 – 2014
Paragraph 1.13 Paragraph 4.12	<p>Performance Management</p> <p>Proactive performance management; linking increments to performance; ongoing management development and communications training. Training managers in giving feedback; early intervention to avoid performance issues. An electronic Performance Management System (e-PMDS) is in place for all staff. Training is provided to evaluators, staff and HR.</p>	2012 - 2014
Paragraph 4.4	<p>Attendance Arrangements</p> <p>The Marine Institute will maintain flexible working hours such that a service may be provided to clients as needed. Core working hours continue to reflect customer demand and business priorities.</p>	2012 - 2014

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Paragraph 4.18	<p>FAS Work Placement/Solas JobBridge Programme</p> <p>The Marine Institute is committed to fully supporting this programme with the aim of assisting all participants to find employment. Participants will continue to be provided with training, outplacement support and interview training.</p>	2012-2014
Paragraph 1.12	<p>Throughout the last two national wage agreements, the Institute exceeded the agreed targets at every stage. As an organization we are fully committed to modernization, innovation and continuous improvement. We continue to actively take part in modernisation and flexibility initiatives including automated and computerised systems and customer service initiatives</p>	2012-2014
Paragraph 1.25	<p>The Institute will resume regular meetings with union representatives from IMPACT and SIPTU</p>	2012-2014
Paragraph 4.4	<p>The Institute is committed to provision of a modern, efficient customer focused service with less resources. Staff have demonstrated significant flexibility in provision of cover, flexible hours, out of hours working where required (no overtime payments) and evolution of work patterns.</p>	2012-2014
Paragraph 4.5	<p>The Institute is committed to frequent, open, and inclusive two-way communications with staff together with re-engagement with our unions colleagues.</p>	2012-2014
Paragraph 4.8	<p>We will review all agreements currently in place for staff with flexible work arrangements with a view to maximizing productivity, resources and efficiency with the provision of greater flexibility to the Institute</p>	2012-2014

2. Better Business Processes

To include, for example actions to increase efficiency and productivity; rationalise core structures, business processes, accommodation requirements etc; establish shared service approaches, establish cross-functional teams/ new work structures, optimise the potential of new technology to streamline operations and generate efficiencies etc.

Terms of the Public Service Agreement 2010 - 2014	Action/commitment	Target Date as per Current Action Plan
Paragraph 4.1	<p>Actions to increase efficiency and productivity</p> <p>The Marine Institute will work with DAFM and DEHLG (NPWS) to gather data to implement a Framework towards Compliance with the <i>Birds and Habitats Directives</i>, agreed with the European Commission. In order to provide best value to the exchequer a framework agreement has been established to facilitate the data gathering process to 2013.</p>	2012 - 2013
Paragraph 4.1 Paragraph 1.9	<p>Actions to increase efficiency and productivity</p> <p>Working in close collaboration with government departments including DECLG, DAFM, DAHG and the EPA, the Marine Institute will manage an outsourced programme of activities to deliver an Initial Assessment of Environmental Status and Plan for Programmes and Measures as required under the <i>Marine Strategy Framework Directive</i>, and to oversee an outsourced monitoring and analysis programme for Coastal and Transitional Waters as required under the <i>Water Framework Directive</i>. These actions will deliver best value to the exchequer, avoid EU fines and to meet obligations under the Croke Park Agreement.</p>	2012 - 2014
Paragraph 1.10	<p>Actions to increase efficiency and productivity, improve business processes and establishing shared service approaches</p> <p>The Marine Institute adheres to an approved business model and work programme strategy in implementing the <i>Data Collection Framework</i> (DCF). The financial and technical aspects of this programme will be internationally evaluated by the EU each year to ensure efficient and effective programme delivery. A new DCF will come into force from 2014. The Marine Institute will share technical task with other member states and national agencies to maximise efficiencies in both staffing and cost.</p>	Q4 2014
Paragraph 1.10	<p>Better business processes</p> <p>On foot of the <i>Sea Change</i> mid-term review the Marine Institute will establish a new implementation</p>	Q1 2013

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	framework in order to maximise synergies and opportunities with other bodies and ensure there is no duplication of research funding	
Paragraph 4.11	<p>Better business processes</p> <p>The Marine Institute commits to retaining its <i>Excellence Through People</i> accreditation which is Ireland's national standard for human resource management. The two main objectives of the ETP standard are to act as a business improvement tool as well as being a driver for change and innovation, and to promote employee learning, development and involvement in line with the organisation's goals.</p>	2012-2014
Paragraph 1.10	<p>Better business processes</p> <p>The Marine will review business programmes, processes, priorities and the use of resources annually in order to optimise business processes. External reports, audits, quality reviews, feedback mechanisms and other relevant material will form part of this review.</p>	2012-2014
Paragraph 4.16	<p>Better business processes</p> <p>We will work towards achieving 100% electronic payments to staff</p>	Q4 2013
Paragraph 4.15	<p>Establish shared service approaches – Training</p> <p>The Institute will collaborate with SPFA and BIM to deliver joint training programmes</p>	Q4 2012
Paragraph 4.15	<p>Establish shared service approaches</p> <p>The Marine Institute will continue to explore opportunities for shared services with other bodies</p>	2012-2014
Paragraph 1.9	<p>Establish shared service approaches – Procurement</p> <p>The Marine Institute will work with other bodies to jointly procure goods which will result in greater efficiencies in terms of cost.</p>	2012-2014
Paragraph 1.9	<p>Establish shared service approaches</p> <p>The IMDO will work with the IDA and SEAI to maximise overseas promotional opportunities which will result in cost savings in hosting events and better agency coordination</p>	Q2 2012

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Paragraph 1.9	<p>Establish shared service approaches</p> <p>Joint project between the IMDO and the IDA to develop an Irish Shipping Services Centre with the aim of coordinating and maximising the expertise and resources of the two agencies</p>	Q4 2014
Paragraph 4.15	<p>Establish shared service approaches</p> <p>The Marine Institute will use the DAFM Employee Assistance Programme resulting in costs avoided for the Institute</p>	Q1 2012
Paragraph 1.9	<p>Establish shared service approaches</p> <p>The IMDO will commence a collaboration with the Irish port companies and SEAI to maximise marketing and development opportunities in the offshore renewable energy sector.</p>	Q4 2012
Paragraph 1.9	<p>Establish shared service approaches</p> <p>The Institute will work closely with a range of government Departments and agencies to optimize marine operational research services in areas including renewable energy (SEAI), weather forecasting (Met Eireann and Dept Transport, pollution modelling (IRCG and DoEHLG), seabed mapping (DCENR and GSI).The Institute will also assist DoEHLG in the implementation of the MSFD.</p>	2012-2014
Paragraph 1.9	<p>Shared service approaches – INSPIRE inter-organisational Data Services prototype</p> <p>Project with DECLG and DAHG to provide guidance on inter-organisational data services for the Inspire Directive.</p>	Q1 2012
Paragraph 1.9	<p>Shared service approaches</p> <p>Use of extranet to coordinate activities with external partners across organisational boundaries such as INSPIRE Data Services</p>	Q1 2014
Paragraph 1.9	<p>Shared service approaches</p> <p>Collaboration on EPA HABS data processing / analyses with the EPA</p>	Q4 2013
	<p>Establish shared service approaches</p>	2012 - 2014

Terms of the Public Service Agreement 2010 - 2014	Action/commitment	Target Date as per Current Action Plan
	The Marine Institute will collaborate with BIM, IFI and SFPA to optimise the use of data collected under the <i>Data Collection Framework</i> and the <i>Control Regulation</i> and ensure there is no duplication of work	
Paragraph 1.9	<p>Shared service approaches - Ocean Energy</p> <p>Partnering with SEAI on the delivery of the National Ocean Energy Strategy and on the operational delivery of services for the Atlantic Wave Energy test site at Belmullet and at the Quarter scale test site in Galway Bay, subject to continued funding.</p>	2012-2014
Paragraph 1.9	<p>Shared service approaches</p> <p>Improving integration of national land to marine survey services and capacity through the coordination of the activities and outputs of the Marine Institute, OSI, GSI, SME;s and the third level sector with the aim of providing joined up data</p>	Q4 2014
Paragraph 1.10	<p>Establishing cross-functional teams and new work structures</p> <p>The Marine Institute will carry out an internal, staff driven, review of processes and structures associated with its Marine Environment and Food Safety Services with a view to examining the scope for cross deployment of staff, equipment and shared services across Marine Environment and Food Safety functions.</p>	Q3 2013
Paragraph 1.10	<p>Establish cross-functional teams and improve business processes</p> <p>The Marine Institute will ensure that existing and future <i>Data Collection Framework</i> data, can be re-used by cross-function teams in meeting national obligations under the Marine Strategy Framework Directive and other EU Directives.</p>	Q4 2012
Paragraph 1.9	<p>Establishing cross-functional teams and new work structures</p> <p>A cross-functional team will be established to support the interdepartmental marine co-ordination group which deals with cross sectoral aspects of national and European marine policy planning and development, to achieve greater co-ordination and integration.</p>	Q1 2012
Paragraph 1.9	<p>Establishing cross-functional teams</p> <p>SmartOcean – Establishment of a cross-functional team to provide support and services in the delivery of the SmartOcean Strategy</p>	Q1 2012

Terms of the Public Service Agreement 2010 - 2014	Action/commitment	Target Date as per Current Action Plan
Paragraph 1.10.	<p>Optimising the potential of new technology and establishing shared service approaches for the <i>Fish Health Directive</i>.</p> <p>An online register, database and associated software system for tracking the movements of fish stocks, with an online component for entering aquaculture site information for the <i>Fish Health Directive</i> Website, Inspections and Movements Tracking System.</p> <p>The Marine Institute will cooperate with DAFM IS Division to facilitate the expansion and integration of the above system to allow single data entry by DAFM Veterinary Inspectors carrying out integrated aquaculture inspections.</p>	<p>Q1 2012</p> <p>Q3 2013</p>
Paragraph 1.10	<p>Optimising the potential of new technology</p> <p>Using Reporting Services technology to provide a modern reporting solution for priority multiple purpose assessment reports in Marine Environment Chemistry Reporting</p>	Q2 2012
Paragraph 1.10	<p>Optimising the potential of new technology and improve business processes</p> <p>The Marine Institute will work with DAFM, DECLG and other departments with responsibilities in the Marine area to develop an integrated Marine Spatial Activities Viewer. This will be based on the previous Aquaculture Licensing Decision Support tool (an extranet based GIS tool to support efficient decision making for aquaculture license requests) previously developed under this agreement.</p>	Q4 2013
Paragraph 1.11	<p>Optimise the potential of new technology and generate efficiencies</p> <p>Use Marine Institute designed and developed solutions to barter for new technology – swapping an in house developed system with NOAA for a new data acquisition system which is modern and flexible</p>	Q4 2012
Paragraph 1.11	<p>Optimise the potential of new technology and generate efficiencies</p> <p>Use Marine Institute designed and developed solutions to barter for new technology – working with a local SME to use a Marine Institute risk database to develop a comprehensive risk management system which will be provided free of charge to the Marine Institute</p>	Q3 2014
Paragraph 1.10	<p>Optimise the potential of new technology and generate efficiencies - <i>Multilog</i></p> <p>We will develop an online metadata logging software database which we will share with colleagues in Northern Ireland</p>	Q1 2013

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Paragraph 1.10	<p>Optimise the potential of new technology and generate efficiencies - <i>Survey Operations Management System</i></p> <p>Develop a survey operations management system to streamline commercial survey processes, to document systems and provide a standardised system.</p>	Q4 2014
Paragraph 1.10	<p>Optimise the potential of new technology and generate efficiencies - <i>Survey Operations Management System</i></p> <p>Using online tools to facilitate longer term planning to optimise vessel productivity; combining scientific programmes where possible and increase consultation with clients.</p>	Q3 2014
Paragraph 1.10	<p>Optimise the potential of new technology and generate efficiencies - <i>Data Delivery / Request Service</i></p> <p>Automation of oceanographic data delivery which will result in less effort and more efficient time allocation</p>	Q3 2014
Paragraph 1.11	<p>Optimise the potential of new technology and generate efficiencies – <i>Use of HEAnet academic frameworks for communications services</i></p> <p>Shared services with HEAnet which will result in cost savings</p>	Q1 2013
Paragraph 1.10	<p>Optimise the potential of new technology and generate efficiencies - <i>Maritime Careers Website</i></p> <p>Allows internal users to manage the system without IT support resulting in work efficiency</p>	Q4 2013
Paragraph 1.10	<p>Optimise the potential of new technology and generate efficiencies - <i>SQL Reporting for SeaLice</i></p> <p>Development of a reporting tool to allow internal users to create their own reports resulting efficient use of resources.</p>	Q2 2012
Paragraph 1.10	<p>Optimise the potential of new technology and generate efficiencies - <i>Centralised Fisheries survey upload facility</i></p> <p>A system for internal users to upload data into central databases allowing much more efficient processing of data</p>	Q1 2012

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Paragraph 1.10	<p>Optimise the potential of new technology to generate efficiencies - <i>Implementation of the Government CPN solution for fixed telephony</i></p> <p>A new technological solution which will result in cost savings</p>	Q3 2012

3. Delivering for the Citizen

To include, for example, actions to enhance service delivery to the public, including changes to the technology used, more online services, service integration, efforts to reduce information burdens on citizens through better data management/sharing of data, including around identity etc

Terms of the Public Service Agreement 2010 - 2014	Action/commitment	Target Date as per Current Action Plan
Paragraph 4.13	<p>Actions to enhance service delivery to the public</p> <p>Introduction of electronic forms and systems in respect of the <i>Fish Health Directive</i>.</p> <p>The Marine Institute will use a decision support GIS system to aid in the process of providing advice to DAFM on aquaculture licensing and DEHLG on foreshore licensing. The use of such GIS tools is consistent with the Institute's approach to new technologies which in recent years has included the development of the inter-agency Irish Spatial Data Exchange as well as automation systems in the National Biotxin and Phytoplankton monitoring programmes (HABS).</p>	Q3 2012
Paragraph 4.13	<p>Actions to enhance service delivery to the public</p> <p>The Marine Institute will undertake a review of its Online Harmful Algal Bloom Service (HABS) with a view to redeveloping in 2013. The review will take into account recent changes in the improved Chemistry test methods implemented by the Marine Institute and the implications these have for reporting to Aquaculture businesses.</p>	Q4 2012.
Paragraph 4.13	<p>Actions to enhance service delivery to the public</p>	Q4 2012

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	Marine Institute fisheries advice will be provided in a user-friendly format through the Internet to provide a more accessible service to the public.	
Paragraph 4.13	<p>Actions to enhance service delivery to the public</p> <p>Replacing positioning technology on the state research vessels to enhance position and height information on the vessels for vessel users which negates the need for manual deployment and recover of tide gauges.</p>	Q2 2012
Paragraph 1.1	<p>Actions to enhance service delivery to the public - <i>Databuoy Programme</i></p> <p>The Databuoy programme provides critical weather and marine forecast information for standard weather forecasting and for safety, leisure and societal needs. This is operated through a partnership with the Department of Transport, Tourism and Sport, Met Eireann and UK MetOffice. The data underpin the daily weather forecasts in Ireland and throughout Europe. They also provide validation data for meteorological and oceanographic forecast models. The Institute is implementing new buoy and telecommunications technologies to improve the dataflow from the offshore buoys which will in turn enhance the service to the customer.</p>	2012-2014
Paragraph 1.1	<p>Actions to enhance service delivery to the public - <i>Tide gauge network</i></p> <p>Involves many county councils and local authorities as well as OPW, DAFF and local harbour masters and port authorities around the Irish coast. Work is underway whereby real-time tide gauge measurements will be combined with model sea level forecasts to provide a comprehensive hindcast/forecast of storm surges at 20 coastal locations.</p>	Q1 2013
Paragraph 4.13	<p>Actions to enhance service delivery to the public</p> <p>Develop model based methodologies and scenarios to facilitate the production of Environmental Impact Statements</p>	Q4 2012
Paragraph 4.1	<p>Enhance service delivery to the public through changes to the technology used</p> <p>Capital renewals (subject to funding) will focus on the continued improvement of services to customers, in particular the replacement of LCMS equipment to optimise turnaround times of Bio-toxin samples arising out of the identification of certain toxins (Ocadaic Acid toxins).</p>	Q4 2014

Terms of the Public Service Agreement 2010 - 2014	Action/commitment	Target Date as per Current Action Plan
Paragraph 1.9	<p>Actions to enhance service delivery to the public including changes to technology used and online services</p> <p>The Marine Institute will support the interdepartmental marine co-ordination group to carry out an online public consultation.</p>	Q4 2012
Paragraph 4.13	<p>Actions to enhance service delivery to the public, changes to technology and better data management/sharing of data</p> <p>The Marine Institute will participate in an international ICES project to collate and share EU fisheries data amongst member states. National business processes will be improved and service delivery enhanced through this new innovative initiative to integrate and share data.</p>	Q3 2013
Paragraph 4.13	<p>Actions to enhance service delivery to the public, better data management/sharing of data</p> <p>Fisheries data currently provided in table format will be mapped to produce an Atlas showing the annual patterns of fishing activity in the waters around Ireland.</p>	Q4 2012
Paragraph 4.13	<p>Actions to enhance service delivery to the public including changes to technology used and online services- <i>Digital Tidal Atlas</i></p> <p>The development of a digital tidal atlas for Ireland which will show tidal detail. This may be used for a range of uses such as environmental impact studies and marine leisure. It will be accessible to the public digitally.</p>	Q2 2013
Paragraph 4.13	<p>Actions to enhance service delivery to the public including changes to technology used and online services - <i>Arcopol Oil Spill Model</i></p> <p>An operational oil spill model for the Irish and North West European coast is being developed and will be available online to customers, in particular the coastguard.</p>	Q4 2012
Paragraph 4.13	<p>Actions to enhance service delivery to the public including changes to technology used and online services - <i>Irish Shelf Model</i></p> <p>Evolution of the National operational model for the Irish Shelf which will give much higher resolution and improve modelling for storm surges.</p>	Q2 2013

Terms of the Public Service Agreement 2010 - 2014	Action/commitment	Target Date as per Current Action Plan
Paragraph 4.13	<p>Changes to the technology, more online services – <i>Research Information Management System</i></p> <p>Information about all marine research projects funded by the Marine Institute will be available on-line for public access. This will include contact details, funding and project outputs.</p>	Q4 2012
Paragraph 4.13	<p>Changes to the technology, more online services – <i>Research Information Management System</i></p> <p>The Marine Institute will develop a database capturing the expertise of Marine researchers in Ireland – researchers will be able to populate this information online. This will allow public to search for specific expertise will be of use to the research community.</p>	Q3 2013
Paragraph 4.13	<p>Online Services - <i>Real Time Customer Support</i></p> <p>The IMDO will provide real time on line customer support during working hours</p>	Q1 2012
Paragraph 4.13	<p>Actions to enhance service delivery to the public, better data management/sharing of data</p> <p>- <i>On-line data delivery</i></p> <p>Automation of oceanographic data delivery which will result in a more responsive service to the public whereby data are downloaded from the web without user intervention.</p>	Q1 2013