

**Public Service Agreement 2010 -2014 (Croke Park Agreement)  
COMREG ACTION PLAN**

<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>	<b>Action</b>	<b>Timeframe</b>	<b>Benefits Arising 2010 - 2014</b>
	<b>Greater Flexibility &amp; Redeployment</b>		
<b>4.1</b>	<b>Reduction in Public Service Numbers</b> *Reduction in numbers according to the reduction specified in Employment Control Framework. Increased productivity –taking on additional responsibilities at a time when resources, including staff numbers, are being reduced.	127 at transfer of Regtel, reduced to 125, 122 by Dec 2011, further reduced by 2013.	Staff numbers reduced further during 2011, additional savings of €210k per annum achieved. Further reduction of 2 positions to be achieved by end 2013.
<b>4.3</b>	<b>Redeployment</b> *7 staff members of Regtel integrated into ComReg under the Transfer of Undertakings and Protection of Employment (TUPE) legislation and in accordance with the relevant provision of the Communications Regulation (Premium Rate Services and Electronic Communications Infrastructure) Act 2010. Planned that former Regtel staff would relocate to ComReg offices in late Autumn 2010. All staff members contracted onto standard ComReg contracts of employment following comprehensive consultation. Consolidated call-centre arrangements with Abtran.	In place since 12 July 2010 (date of transfer of Regtel to ComReg), continuing efficiencies and savings arising during this period	Three salaries saved, based on reduction in numbers on transfer, estimate savings of €260k per annum.  Relocation of staff has allowed for sub-letting at former Regtel premises, rent of €48k per annum realised. Consolidation of ComReg-PRS consumer call centre. More efficient and effective consumer-service delivery. Savings of €30k per annum in respect of consolidated ComReg-PRS consumer call centre. More efficient and effective consumer-service delivery.
<b>4.4</b>	<b>Improved Flexibility</b> *4 staff members from other divisions redeployed to Premium Rate Services to augment and add to specific skillsets	Ongoing, other internal redeployments as required.	Additional skillsets moved internally to optimise efficiency in a priority area, and to meet specific organisational targets and needs.

4.4	<p><b>Active Attendance, Absence Management and Active Management of Sick leave</b> Review of all arrangements</p>	Ongoing	Review and refreshing of arrangements with Employee Assistance Provider. Maintenance of absence rate below 3% in all Divisions.
4.7	<p><b>Work-life Balance</b> Review and revision of work-life balance policies and arrangements in the context of more integrated public services.</p>	Q1/2012	Review carried out, training implemented as identified, arrangements in place.
4.12	<p><b>Enhanced Performance Management</b> Maintenance of a good, targeted, Performance Management system.</p> <p>Promote competition, incentivise efficient investment, ensure development of internal market through:- Developing NGA rollout strategy and implementation plan with industry. Ensuring no distortion to competition and appropriate investment incentives Point to point services to facilitate the provision of backhaul networks Publish response to ComReg Document 09/99 Publish Information Memo and Final Decision.</p>	<p>Ongoing</p> <p>These initiatives continue.</p>	<p>Maintain and monitor all aspects of the performance management system so that the aims of the organisation, divisional and individual are aligned.</p> <p>Through workplace initiatives including increased smart-working, ComReg has reduced overheads by over 33% since 2008. The industry levy is unchanged at 0.2% since 1997.</p>

**2. Better Business Processes** *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.*

Terms of the Public Service Agreement 2010 - 2014	Action	Timeframe	Estimated Savings/Benefits Arising 2010 - 2014
	<b>Better Business Processes and Shared Services</b>		
4.1	<p><b>Review Procurement</b>  *More efficient business methods  Reduction in Credit Card Transaction Charges</p> <p>Renegotiated system in respect of Legal Fees</p> <p>Stationery (National Procurement Service)</p> <p>Cycle times have been reduced for payment processing from 25 to 7 days through improved processes and procedures</p> <p>* In order to provide a high level of strategic prioritisation to ensure multi-disciplinary and cross-functional projects are not delayed and necessary statutory functions as performed:  Key work priorities to be identified in new Electronic Communications Strategy Statement 2010-2012 and Annual Work Program.  Performance on priorities to be reported annually.  Organisational objectives reflected in individual performance objectives.</p>	<p>Initiate Q1 2011</p> <p>Initiate Q3 2011</p> <p>Initiate Q2 2011</p> <p>Implemented 01 July 2011</p> <p>Implemented Q1/2011 and continuing</p>	<p>More efficient methodologies, savings of €3k realised.</p> <p>Significant discounts achieved through further negotiations on costs, realising savings of €80k per annum.</p> <p>Savings per annum: €10k</p> <p>Increased efficiency and benefits to stakeholders.</p> <p>Strategic prioritisation and efficient multi-disciplinary work has accelerated projects.</p>
4.1	<p><b>Review Travel Policies</b>  Review travel policies towards maximum efficiency.</p>	Q3/2010	Cost savings emphasised, efficiency and approval mechanisms reviewed.
4.1	<p><b>Energy Cost Reduction</b>  Engagement with SEAI towards reducing energy consumption at offices and improvement of building energy rating.</p>	Commenced Q3/2010 and ongoing	ComReg has improved the building energy rating (BER) and reduced consumption by 20%, given savings of €25k per annum.

4.1	<b>Review Regional Structures</b> Review of most efficient use of ComReg property	Commenced Q3/2010	Relocation of staff has allowed for sub-letting at former Regtel premises, rent of €48k per annum realised.
4.14	<b>Better Management of Risk</b> *Health and Safety Review: Complete review of Health and Safety Statement and systems to bring to best-in-class standards.	Implemented in Q1/2011, ongoing	New Health and Safety Statement in place and improved processes. ComReg winners of National Irish Safety Organisation (NISO) Public Sector Award 2011, recognition for its high standards in Health and Safety.

<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>			
<b>Terms of the Public Service Agreement 2010 – 2014</b>	<b>Action</b>	<b>Timeframe</b>	<b>Estimated Savings/Benefits Arising 2010 - 2014</b>
	<b>Better Business Processes and Information Technology</b>		
	<b>Enhanced Use of ICTs in Service Delivery</b> *IT Review: Enhancing High Quality customer service. IT platform to allow for integration of Premium Rate Services, including new licensing regime, Ulysses system development, remote access and website development Simplifying processes and e-enabling consumers interacting with ourselves through electronic service delivery. Completing the electronic licensing lifecycle and PRS licensing costs. Enabling internal efficiencies through technology-driven smart working.	Implemented in Q4/2010, savings continuing to accrue.	More efficient service delivery. €58k per annum savings realised.