

**PUBLIC SERVICE AGREEMENT 2010-2014 (CROKE PARK AGREEMENT)**  
**PART B - SAVINGS VERIFICATION**  
 For submission by 3 May 2011

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\*This should be included in all returns. Numbers redeployed should also be recorded. See Guidance notes.

	Progress the implementation of a targeted Voluntary Redundancy Scheme and identify posts for External Redeployment	2010 and Ongoing	The Teagasc Staffing Plan envisages a reduction of 117 as compared to the 2010 staff number. The achievement of this reduction will require the introduction of a targeted VER/VRS scheme. It is anticipated that staff within Teagasc who opt for such a scheme (based on similar terms to the HSE package) would create an initial cost of €3m to the organisation. The paybill savings associated with such a scheme would be in the region of €2.5m per annum. This would be partially offset by the additional pension costs of c.€1m per annum. The payback period for any such scheme would therefore be in the region of 2.5 years.
1.6	Implement a Strategic Training Fund to enable staff to move into key priority posts and ensure adequate training opportunities are available	End 2010	The operation of the strategic training plan and efficiencies in training delivery costs have provided savings of €10,000 in the delivery of core competency staff training throughout 2010.
1.4, 1.8, 4.9	Review all work-sharing arrangements in line with the terms of Circular 11/2010, issued in August 2010.	Q1 2011	
1.4, 1.8, 4.9	Introduce CORE Time and Attendance system * subject to Departmental approval	End 2012	
1.7	Avail of services of Public Appointments Service to maximise efficiencies in open recruitment and external re-deployment.	From Q4 2010	The Public Appointments Service now handles all administrative aspects associated with the limited recruitment of staff that is taking place within the confines of the Moratorium. This has delivered a headcount saving of 1 FTE staff member who would otherwise have been required by the organisation to carry out this function creating a saving of approximately €48,000.
1.13, 4.12	Review and implement Croke Park recommendations on utilising PMDS process to recognise and improve staff performance	2010 / 2011	The efficiencies generated through the implementation of the Teagasc Change Programme have seen the average client to advisor ratio increase from 110 to 160 since 2008.

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4.10	Review and implement Croke Park arrangements for managing and reporting sick leave	Ongoing	Through the roll out of guidelines, procedures and comprehensive training in the management of sick leave in Teagasc, significant improvements have been made on the levels of absenteeism. The proactive management of long-term sick leave for example has meant that the total number of staff on long-term sick leave has fallen from 76 (in 2009) to an estimated 32 in 2010 which equates to an annual saving of an estimated €600k. All long-term sick leave activity is recorded and tracked in the Core HR system.
4.3 - 4.16	Develop People, Leadership and Change Strategy 2010-2013 to align Teagasc's human resource requirements with the vision and goals set out in Teagasc's Statement of Strategy and Teagasc 2030	2010 - 2013	
1.5	Achievement of targets set out in Teagasc's Employment Control Framework	2010 - 2014	Staff savings outlined above.
1.9 - 1.11	Reduction in number of research departments across the Teagasc Food Programme from seven to four in order to reflect the main priority areas of the Programme	2010	
1.10, 4.3 - 4.12	Restructuring of Advisory Area Unit structure - agree revised structure - appoint managers to new regions - review duties of Posts of responsibility to reflect new structure - re-configure ICT and Financial systems (ie: CIMS, Integra) to reflect new structure	End 2012	The revised structure of the Advisory Service, which has been agreed with the Unions and staff involved, will see the number of Area Managers reduce from 18 to 12. This represents a contribution of €570k (gross of pension) of the overall paybill reduction of €16.1m outlined above. In addition, the review of the roles and duties of Post of Responsibility holders will ensure that the outputs of the Advisory Service remain in line with the expectations of clients.
1.7, 1.10, 1.12, 4.2, 4.8, 4.15	Rationalisation of Advisory Office numbers from 91 to 51	Q2 2012	A net saving of approximately €20K is realised by Teagasc from each office closure as staff move to another office but still incur expenses such as salary, provision of new office, increased overhead in other offices, etc. To date, a total of 23 offices have closed realising non-pay savings of approximately €460k. A further 6 offices are due to close in 2011 and 3 in 2012. A closing date in relation to a further 7 offices is pending.
1.12, 4.4	Implementation of reduced and integrated senior management structure consisting of three directorates (down from six) – Research, Knowledge Transfer and Operations	2010 and Ongoing	The reduction in the senior management structure has reduced the number of Heads of Directorates in Teagasc from six to three representing a paybill saving of €462k (gross of pension) per annum out of the overall reduction of €16.1m. In addition, integration of the organisation's management structure has led to more effective collaboration between directorates as well as aligning the organisation more closely to the requirements of its clients.

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<b>2. Better Business processes:</b> <i>Actions under this heading would include efficiency measures and improvements to the processes by which your Department/Body deliver its services to the public, including changes to the technology used, better data management, including around identity, and so on.</i>			
<b>Terms of Agreement 2010-2014</b> <i>(refer to all relevant paragraphs)</i>	<b>Action Implemented</b>	<b>Specific Target Date</b>	<b>Description of the Benefits Achieved:</b> <i>this should include, where possible, a qualitative description including (i) Reduction in numbers (WTE) employed on activity (ii) Paybill savings (iii) Non-Pay Savings and/or (iv) Actual Costs Avoided</i>
4.2, 4.13, 4.14, 4.15, 4.16	Establish a Business Process Review Group to comprehensively map out the business processes within Teagasc and recommend improvements	2011 - 2012	No savings will be achieved until implementation stage.
1.4 - 4.2	Optimising the organisation's procurement practices	2010 - 2012	By making use of Government contracts for office supplies and through working with the Universities on a joint tender process for laboratory supplies it is expected that these initiatives will yield savings of 5% (i.e. €200k) for these categories.
	Management of the organisation's property portfolio by realigning our property assets more closely with our business strategy	2009 - 2012	See row 39 above. In addition, Kinsealy Research Centre is in the process of being closed and all staff will have been relocated by the end of 2012.
4.2	Rationalisation of Research Lands at Ballydague, Leenane and Athenry	2010 - 2012	The Research Rationalisation programme involving the termination of lease arrangements upon the completion and/or rationalisation of existing programmes delivered non-pay savings of €96k in 2010 (a 12.9% reduction on the previous year) due to the reduced requirement for the rental of land/buildings and the leasing and hire of laboratory/field/office equipment. In particular, the exit of the lease at Leenane will deliver annual savings on €20k per annum and the exit of IDA leased lands €17k per annum. In addition, the lease at Eagle's Farm in Athenry will end in 2012, providing a saving of €26k per annum. Teagasc will remain in Ballydague until the end of 2011.
4.2	Dispose of Kinsealy site and relocate the current activities to other Teagasc locations	2013	It is envisaged that a saving of €300k in overheads will be realised upon the closure of the Kinsealy Centre.
4.2, 4.13 – 4.16	Strengthening the organisation's capability for financial planning and management	2010 - 2011	Initiatives including a monthly budgeting process, quarterly reviews of directorate programmes and additional reports reviewing the performance of research projects have led to improved debt management within the organisation. The debtors balance at the end of 2009 was €5.8m. This had decreased to €5.4m by the end of 2010 and had reduced to €3.9m by the end of March 2011.
4.2 – 4.12	Enhancing the organisations ability to manage its own performance and demonstrate delivery of high performance through improved management reporting systems and programme evaluation.	2011 - 2013	

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4.2, 4.3 – 4.12	Establishment of a programme-driven structure across Food, Animal and Grassland, Crops, Environment and Land Use and Rural Economy and Development.	2010 and Ongoing	
1.4, 1.6, 1.10, 4.2 – 4.12	Establishment of Programme Support Roles through the expansion of Administrative duties in order to enhance the support available to Advisory staff	End 2010	Following extensive discussions and agreement with staff representatives, the duties of administrative staff in the Teagasc Advisory Service have been expanded in order to enhance the support available to Advisory staff. It is estimated that these additional duties collectively equate to the workload of four full-time Advisory staff representing a paybill saving of €260,000. In addition, given that Advisory staff have a target of €40,000 per annum, the enhancement of the administrative role contributes an estimated €160,000 per annum in income generating capability that would otherwise have been lost to the organisation.

<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 Agreement 2010-2014 (refer to all relevant paragraphs)</b>	<b>Action Implemented</b>	<b>Specific Target Date</b>	<b>Description of the Benefits Achieved:</b> <i>this should include, where possible, a qualitative description including (i) Reduction in numbers (WTE) employed on activity (ii) Paybill savings (iii) Non-Pay Savings and/or (iv) Actual Costs Avoided</i>
4.2 - 4.12	Developing supports to meet the environmental needs of farmers	End of 2010	
4.2 - 4.12	Appointment of Rural Innovation Advisors to drive the implementation of the Options Programme and to help farmers diversify	2011	
	Redesign Advisory Service Fee Structure	2010 and Ongoing	
4.2, 4.3 – 4.12	New training facility at College of Amenity Horticulture, National Botanic Gardens	2012	
1.4, 1.10, 1.12, 4.2	Refocus the Advisory Service in order to address emerging trends and deliver the required services for clients	2010 and Ongoing	The increased use of the discussion group method for advisory work to improve learning outcomes for adult farmer population has led to twice as many farmers becoming involved in discussion group activities including new clients. This group activity has proved to be a more effective method of farmer contact and has led to the avoidance of costs associated with advisors travelling to multiple locations to visit individual farmers.

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1.10, 4.3 – 4.12	Restructuring of Education services incorporating three Lead Colleges and ten Regional Education Centres in order to cater for increased demand for courses	2010 - 2011	Teagasc is delivering educational services with an increased student teacher ratio of 50%. This has avoided a cost of €2.7m (i.e. 108 serving teachers/technicians plus 54 in lieu of increased student teacher/technician ratio) in teacher/technician salaries that would have been incurred if the original student teacher ratio had been maintained.
1.11, 4.2, 4.13, 4.15	Establishment of a new Food SME Technology Transfer service	2010	
4.2	Seek to treble EU research funding over the coming years and to pursue all national potential funding sources	2010 - 2014	The average annual value of new EU research funding contracts signed for the period of 2008 - 2009 was €1,311,537. The value of new EU research funding contracts signed in 2010 was €2,170,214. The figures for 2010 represent 1.65 times the average level of new funding obtained for 2008 - 2009. This is significant progress in our aim of trebling EU research funding over the period 2010 - 2014. Funding from Irish funding agencies almost doubled, from €697,498 in 2009 to €1,307,357 in 2010. Funding from private philanthropy almost quadrupled from €35,000 in 2009 to €135,000 in 2010.
4.2 – 4.12	Provision of an integrated, applied research and advisory service for the Irish horticulture and forestry sectors	2010 - 2013	
4.15	Launch food research and innovation strategic alliance with University College Cork	2010	
4.2, 4.4	Refocus the delivery of Advisory Services through discussion group activity	2010	See row 71 above.
1.10, 4.3 – 4.12	Review arrangements with Higher Education Partners – further innovation in the provision of joint higher level programmes and progression opportunities	2010 - 2011	New funding arrangements based on our service provision to our partner Institutes of Technology has resulted in an annual income of €480k.

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