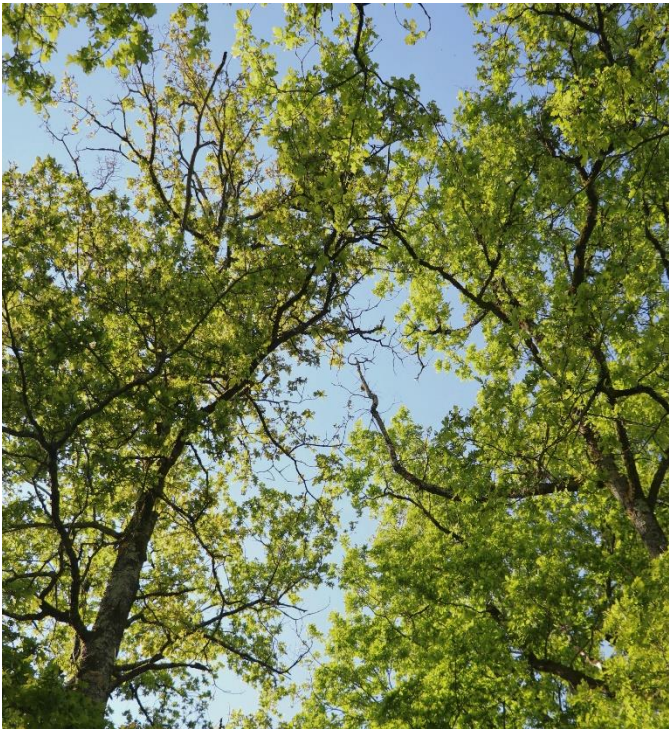


# Public Service Agreement 2024-2026





An Coimisiún um Chaidreamh san Áit Oibre  
Workplace Relations Commission

Áras Lansdún, Bóthar Lansdún, Droichead na Dothra, Baile Átha Cliath 4, D04 A3A8 Éire  
Lansdowne House, Lansdowne Road, Ballsbridge, Dublin 4, D04 A3A8 Ireland

T: 0818 80 80 90 or +353 (0)1 6136700

26<sup>th</sup> January 2024

### Public Service Agreement 2024 - 2026

The document attached represents the outcome of long and protracted discussions facilitated by the Conciliation Service team of the Workplace Relations Commission in respect of a new public service pay agreement for the period from 1 January 2024 to 30 June 2026.

The terms set out are the best that can be achieved in the current circumstances and in that regard are commended to the parties by the Workplace Relations Commission. The Commission notes that, in that context, it will be recommended for acceptance by the negotiators.

Anna Perry  
Acting Director General

Aibheann Ní Shúilleabháin  
Deputy Director of Conciliation

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# 1. Introduction

- 1.1. This Agreement applies for the period 1 January 2024 to 30 June 2026. Provisions of the Building Momentum Agreement (and earlier agreements as appropriate) continue to apply, save where varied by this Agreement.

## 1.2 Context

- 1.2.1 The parties note that Ireland comprises a diverse and growing population. Since 2016, Ireland's population has increased from 4.7 to 5.1 million. Although, as a percentage of the labour force, Ireland's public service is relatively small in comparison to other European countries, the parties note that there continues to be significant investment in the delivery of better public services. This includes an additional 75,600 public servants since 2016, bringing the numbers employed in the public service to an all-time high with public service numbers expected to reach over 400,000 by the end of 2024.
- 1.2.2 The total public service pay bill (inclusive of Local Authorities) in 2023 was estimated to be €25.9 billion. This is an increase of over 50% since 2016 and reflects a range of factors including restorative pay adjustments and increases in pay rates through successive public service agreements as well as additional necessary recruitment across the public service.
- 1.2.3 This Agreement acknowledges the many challenges in our society affecting the public and workers in terms of cost of living, climate change, housing, and transport. The parties acknowledge the necessity for ongoing constructive engagement under the auspices of the Labour Employer Economic Forum (LEEF) which brings together the Government, Trade Union and Employer representatives to exchange views in relation to the solutions needed to respond to these key societal challenges in particular as they affect the labour market, and additionally, in particular, note the establishment of a number of LEEF subgroups, including those dealing with housing, health, pensions and early years' issues which should be able to assist with important policy issues affecting public services provision.
- 1.2.4 This Agreement follows a period of considerable flux arising from the war in Ukraine and the global health pandemic. Following a period of economic turbulence due to major external shocks, some of the most extreme risks of recent years have abated. Inflation, which was a key driver in reviewing the previous agreement, appears to have passed its peak, although later than anticipated, and is now on a downward trajectory.
- 1.2.5 Nevertheless, the parties note that there are still significant levels of uncertainty present in the global economic climate, including heightened geopolitical insecurity.
- 1.2.6 It is recognised that public servants, together with their unions and representative associations, have been instrumental in supporting the national response to recent challenges which led to an unprecedented display of flexibility, commitment and agility in delivering public services.

- 1.2.7 This agreement underpins the continued delivery and development of modern world-class public services and seeks to achieve a balanced approach that rewards the ongoing efforts of public servants to support the delivery of public services in the context of increasing global competition while ensuring a responsible approach to the management of the public finances in the public interest.

## **2. Public Service Transformation**

### **2.1 Public Service Transformation**

2.1.1 The parties acknowledge that the extensive provisions of previous public service agreements provide a comprehensive enabling framework for sustained transformation of our public services. In making this Agreement, the parties re-affirm the provisions of those previous agreements, including as set out in Chapter 1 of “Building Momentum - A new public service agreement, 2021-2022”, as extended in 2022.

2.1.2 This Agreement reflects a commitment by the parties to build on the achievements that have been made in every facet of the public service in recent years. In making this Agreement, parties strive to address current and future challenges, which include:

- continuing to support the delivery of the Government’s key national reform plans and initiatives as set out in the Appendix;
- managing the national response to changing demographics, external international challenges and climate change;
- tackling the larger societal challenges affecting public services and those delivering them by driving improvement through collaboration and use of emerging technologies; and
- continuing to develop and support a more diverse, inclusive, skilled and agile public service that is responsive to the evolving needs of customers, communities and businesses in an increasingly digital society.

2.1.3 In implementing this Agreement, all parties are committed to promoting inclusion, wellbeing and equality across the Public Service. In recognition and support of this, organisational strategies will continue to be reflective of this in terms of policies, practices and goals.

### **2.2 Better Public Services – The Public Service Transformation 2030 Strategy**

2.2.1 Acknowledging the progress that has been made in recent years, continued reform across the public service remains a key priority for Government. The ability to respond to change is critical to ensuring that the parties achieve our shared goal of delivering better public services.

2.2.2 The parties note that “*Better Public Services – The Public Service Transformation 2030 Strategy*” has been published, setting out a framework for transformation for the years ahead. This strategy builds on the progress made under “*Our Public Service 2020*”. The new framework is structured to support the achievement of an overarching goal to deliver better public services. This goal will be realised through the implementation of actions in line with three core themes:

- Digital and Innovation at Scale;
- Workforce and Organisation of the Future; and
- Evidence-informed policy and services designed for and with our public.

2.2.3 The parties agree to work closely to achieve the goal of delivering better public services. This will require cooperation and engagement with all elements of the Government’s Public Service Reform agenda. This includes the key documents, strategies and frameworks set out in the Appendix.

### **2.3 Innovation and Digital Transformation for Service Delivery**

2.3.1 The parties acknowledge that national competitiveness will depend on the degree to which Ireland can successfully embrace and adapt to developments to do with digitalisation and artificial intelligence (AI). The parties further agree that the public service must play its part in taking a lead role.

2.3.2 Building on commitments made in previous agreements, the parties will continue to embrace and support transformation through the use of technology.

- “*Harnessing Digital – The Digital Ireland Framework*” sets out an ambitious target of 90% of applicable services to be consumed online by 2030. This is also identified as a priority action area in “*Connecting Government 2030: A Digital and ICT Strategy for Ireland’s Public Service.*”
- The parties to this Agreement, through early consultation and engagement close to the level of impact, will support the achievement of this goal through:
  - cooperation with change and the use of technology to deliver services digitally. This will include maximising the benefits of modern and emerging information technology including Artificial Intelligence and related technologies, Robotic Process Automation (RPA) and Data Analytics;
  - collaboration across the civil and public service to deliver a seamless public service user experience;
  - the integration of shared service functions, including for our customer-facing services, by utilising our assets to deliver a host of public services in a “one-stop-shop” approach. This may involve the reallocation of resources, to support digital inclusion for the public;
  - the standardisation and streamlining of systems and processes to deliver

- inclusive and integrated online and offline services with a particular emphasis on reshaping offline services in support of digital inclusion; and
- acquiring digital skills necessary to perform effectively in an increasingly digital environment.

## **2.4 Workforce of the Future**

2.4.1 The parties acknowledge that highly-skilled public servants have demonstrated drive, commitment and resilience in particular over the past number of years. Building on this, the public service workforce of the future must continue to be agile and flexible, embracing new ways of working, new models of service delivery and enhanced digitalisation in response to ever-changing circumstances.

### **2.4.2 *Human Resource and Recruitment Policies***

- The public service workforce of the future will be supported by agreed contemporary HR policies and practices that enhance workplace inclusion and flexibility, including agreed family-friendly arrangements. Therefore, as agreed in Building Momentum, the parties will fully support and implement new and revised HR policies and procedures. This may involve the streamlining and standardisation of policies including the simplification of processes.
- While having regard to critical business needs, in certain instances engagement and agreement between the parties with regards to revised contractual arrangements will be required. Parties will work together to ensure the smooth implementation of any changes that arise from revised arrangements.
- A review of recruitment policies and practices will be undertaken. In line with this, the use of open competition will be further increased following consultation and agreement with the relevant representatives.

### **2.4.3 *Apprenticeships***

- The parties will continue to work together to identify opportunities to attract talented candidates into the public service beyond traditional recruitment methods.
- As set out in Building Momentum, the parties agree that an increase in apprenticeship numbers in the public service is appropriate. Accredited apprenticeship schemes provide an opportunity for the public service to attract new staff and will be used alongside primary recruitment methods to provide a tangible pathway to permanent employment whilst not displacing existing jobs.
- There are currently over 20 apprenticeship schemes live across the public service in areas including crafts, ICT, accountancy and recruitment.

- The parties will work together to further expand on the range of schemes across the public service including craft apprenticeships.
- Progress in this regard is being realised through the implementation of actions in line with the “*Public Service Apprenticeship Plan*” which was launched in August 2023.
- This plan sets out a target of at least 750 annual registrations across all public service organisations to be achieved by 2025. This includes specific targets in relation to craft apprenticeships.
- This supports the Action Plan for Apprenticeships 2021-2025 which aims to achieve 10,000 new annual registrations in both public and private sectors by 2025. The parties will work together in order to achieve this target across all sectors.

## **2.5 Workplace of the Future**

2.5.1 Workplaces are changing in response to technological developments and new ways of working, including blended working arrangements. To support more agile, digitally-enabled and collaborative work places, the parties will cooperate with workplace changes which will include:

- the development of workspaces of the future, including hot-desking and multi-use offices, to allow for cross-organisational collaboration to make best use of the State’s property portfolio;
- a reduction in the use of single-occupancy offices so as to facilitate the evolving operational requirements of government departments; and
- the development of appropriate supports and consideration of safety, health and welfare issues.

## **2.6 Supporting Public Service Delivery**

### **2.6.1 *Workforce Agility***

- Acknowledging the agility that the public service workforce has demonstrated in response to recent times of crisis and challenge, the parties note and reaffirm commitments to redeployment and public service mobility as set out in previous Agreements, including Section 1.7 of the *Croke Park Agreement*, Section 2.8 of the *PSSA 2018 – 2020* and Section 1.5.3 of *Building Momentum*.
- The parties agree that enhanced workforce responsiveness can support the delivery of better public services by enabling resources and skills to be matched to



requirements as they emerge.

- In consultation with unions and representative associations, the COVID-19 crisis of 2020 saw an unprecedented display of flexibility and agility. Building on recent experience, the parties will work together to explore and agree the potential for temporary assignment schemes to be utilised in other non-crisis public service scenarios, with a view to ensuring a swift response to urgent demands and evolving priorities, including where particular skills are required for service delivery.

### **2.6.2 Improving Access to Services**

- The parties reaffirm commitments made in previous agreements, including Section 2.4 of the *Public Service Stability Agreement 2018 – 2020*.
- During the lifetime of this Agreement, the parties will engage with a view to agreeing revised working arrangements and work practices to be introduced in support of the delivery of improved and more accessible public services over a seven-day week where a need for this has been identified.
- To ensure optimal service delivery to the public, the parties agree to engage in relation to implementing previous agreements on e-rostering where not already in place.
- The parties agree that access to work-life balance and family-friendly arrangements, including flexible working, blended working, and other working arrangements, should be available to the greatest possible extent across the public service consistent with business needs and service delivery and local implementation, as set out in section 1.5.4 of Building Momentum.

## **2.7 Maximising Flexible Service Delivery Options**

2.7.1 To be able to respond to the unpredictable and fast moving environment that we now operate in, public service management require flexible approaches to service delivery, with a focus on outcomes.

2.7.2 The parties reaffirm their commitment to the use of direct labour, where consistent with efficient and effective public service delivery.

2.7.3 In relation to external service delivery, the provisions of recent public service agreements, including the commitments given in Chapter 1: Appendix Service Delivery Options, *Public Service Agreement 2010-2014*; paragraph 3.19 of the *Public Service Agreement 2013-2016 The Haddington Road Agreement*; Clause 3.3.5 of the *Public Service Agreement 2013-2018 Lansdowne Road*; *Building Momentum Agreements*

2021-2023, will continue to apply so as to guarantee that a mutually-acceptable process remains in place.

- 2.7.4 As set out in the *Public Service Agreement 2010-2014*, all public service bodies must undertake prior engagement with relevant public service unions and representative associations with regard to the development of a service delivery plan. In respect of this plan, the parties must consult prior to the outsourcing of a service.
- 2.7.5 Where any dispute arises on the application of this commitment, the parties shall seek to resolve any matter through direct dialogue. Where this fails to resolve the issue, the parties shall use the dispute resolution mechanism set out in Section 5 of this Agreement.

## **2.8 Action Plans and Progress Reports**

- 2.8.1 Under the previous agreement, sectoral management in consultation with unions and representative associations developed and reported on Action Plans linked to the transformation agenda. These plans set out objectives, deliverables, and timelines that were measured and tracked via Progress Reports.
- 2.8.2 Action plans linked to the reform agenda outlined throughout this Chapter and its Appendix will be developed by sectoral management in consultation with unions and representative associations in each of the relevant oversight or equivalent sectoral IR structures.
- 2.8.3 These plans will establish objectives, deliverables, and timelines and be submitted to the Secretary General of the relevant Department by 31 May 2024. Plans will be published by the relevant Department.
- 2.8.4 In consultation with unions and representative associations in relevant oversight or equivalent sectoral IR structures, sectoral management will subsequently report on:
- delivery on the sectoral action plan, giving detailed information on progress delivery; and
  - compliance with the industrial peace provisions of this Agreement.
- 2.8.5 Secretaries General will submit these reports to the Department of Public Expenditure, NDP Delivery and Reform at least one month before any scheduled pay increase under this Agreement. Reports will be published by the relevant Departments.

## 3. Pay

### 3.1 Pay Adjustments

3.1.1 This Chapter sets out the agreed approach to public service pay for the period 1 January 2024 to 30 June 2026.

3.1.2 The following pay adjustments will apply over the lifetime of this agreement:

#### 2024

- A general round increase in annualised basic salary for all public servants of **2.25% or €1,125, whichever is greater, on 1 January 2024.**
- A general round increase in annualised basic salary for all public servants of **1% on 1 June 2024.**
- A general round increase in annualised basic salary for all public servants of **1% or €500, whichever is greater, on 1 October 2024.**

#### 2025

- A general round increase in annualised basic salary for all public servants of **2% or €1,000, whichever is greater, on 1 March 2025.**
- A general round increase in annualised basic salary for all public servants of **1% on 1 August 2025.**

#### 2026

- A general round increase in annualised basic salary for all public servants of **1% or €500, whichever is greater, on 1 February 2026.**
- A general round increase in annualised basic salary for all public servants of **1% on 1 June 2026.**

## **4. Local Bargaining**

### **4.1 Principles**

4.1.1 The parties recognise the need to:

- be in a position to respond effectively to organisational and systemic change;
- continue to adapt public service employment practices to modern trends and business needs;
- provide certainty and ensure the sustainability of the public finances and the public service pay bill;
- take account of the need to ensure fairness, equity and consistency; and
- underpin the maintenance of industrial peace in the public service that will provide the necessary stability to support the wider economy and society.

### **4.2 Bargaining Arrangements**

4.2.1 Employers and trade unions/associations may negotiate additional changes in rates of pay and/or conditions of employment up to a maximum of 3% of the basic pay cost, inclusive of allowances in the nature of pay, of the particular grade, group or category of employee or bargaining unit. This may include proposals involving changes in structures, work practices or other conditions of service.

4.2.2 Agreements reached under this provision will be published by the relevant sectors.

4.2.3 Acceptance of any proposal under this clause cannot give rise to an ongoing process for similar proposals or give rise to additional proposals on the basis of relativity.

4.2.4 No form of industrial action shall be taken by any party in furtherance of claims or proposals within or beyond this process, where the parties are acting in accordance with the provisions of this agreement.

4.2.5 No further cost increasing claims for improvements in pay and conditions outside of those advanced under this provision will be initiated or implemented during the period of this Agreement.

4.2.6 Issues aimed at standardising certain terms and conditions across grades and sectors of the public service will be excluded from bargaining, including:

- overtime rates;
- weekly hours of attendance;
- annual and sick leave entitlements; and
- pension arrangements.

### **4.3 Implementation**

- 4.3.1 Detailed arrangements for local bargaining units will be agreed by the parties by 30 June 2024.
- 4.3.2 Local negotiations within sectors concerning proposals will take place between July 2024 and June 2025. The parties will endeavour, to the greatest extent possible, to reach agreement through direct negotiation.
- 4.3.3 Public service management will be required to verify the costings and policy impacts of proposals with the Department of Public Expenditure, NDP Delivery and Reform ahead of finalisation.
- 4.3.4 Where agreement cannot be reached and local engagement has been fully exhausted, the matters of disagreement will proceed to conciliation at the Workplace Relations Commission and onward as necessary to the Labour Court (or equivalent Conciliation and Arbitration mechanisms).
- 4.3.5 Implementation of adjustments will be on a phased basis. The first instalment, equivalent to 1% of the basic pay cost, will be implemented on 1 September 2025 and the balance will fall to be addressed in any successor pay agreement.

### **4.4 Other Matters**

- 4.4.1 The parties agree that the following Labour Court recommendations will be implemented with effect from 1 January 2024.
- LCR22828 - Labour Court Recommendation of the Expert Review Body on Nursing and Midwifery, ERB Recommendations 44-46<sup>1</sup>.
  - LCR22780 - Labour Court Recommendation in respect of Medical Laboratory Scientists.
  - LCR22714 - Labour Court Recommendation in respect of Chief Officers.<sup>2</sup>
- 4.4.2 In addition to the above the parties agree the following:
- CAM-100951-23 – The parties commit to remain in process with a view to concluding the current retainer and associated attendance commitments for Retained Firefighters.
  - Further to Adjudication Finding of the 02/04/2019 the Environmental Allowance paid to Prison Officers in Portlaoise Prison will be extended to teaching staff in that location with effect from 1 January 2024.
  - The parties commit to remain in process with a view to concluding the Role and Responsibilities review in the National Ambulance Service.

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<sup>1</sup> Implementation date in accordance with LCR22828

<sup>2</sup> Implementation date in accordance with LCR22714

- The ongoing work under the auspices of the Implementation Action Group in relation to recommendations 41-43 of the Expert Review Body on Nursing & Midwifery, will be implemented once completed.
- The parties commit to remain in process on the Review Body on Higher Remuneration (Report 42).
- The parties will remain in process with a view to resolving the issue of divisors for the calculation of overtime in Civil Service impacted by the Haddington Road Agreement.
- The parties agree to remain in process with a view to resolving the job profiling exercise in Waterways Ireland.
- Tyndall Institute - the parties commit to exhausting the industrial relations process with a view to resolving the matter.
- The parties agree to re-engage to progress the scoping exercise on options for a job evaluation arrangement in the Local Authority sector.

All other matters currently in process fall to be addressed by the Local Bargaining Clause set out in Chapter 4 of this Agreement.

## **5. Industrial Peace, Oversight and Resolving Disagreements**

### **5.1 Principles for resolving disagreements**

5.1.1 The parties are committed to ensuring that problems in respect of matters covered by the Agreement, where they arise, are dealt with in an effective and timely way and to participate in the dispute resolution procedures set out in this Chapter.

5.1.2 In this regard, the parties reaffirm their commitments under previous public service agreements which oblige all parties to:

- maintain a well-managed, stable industrial relations environment which achieves industrial peace;
- ensure that they have well-developed communication channels, including compliance with the statutory information and consultation obligations;
- seek to resolve problems before they escalate into industrial disputes;
- resolve disagreements where they arise via local engagement to the greatest extent possible; and
- cooperate with normal ongoing change pending the outcome of any related industrial relations process.

5.1.3 In order to achieve the above objectives, the parties agree to the following dispute resolution processes. The parties agree to make every effort in good faith to resolve disputes at the earliest point in this process.

### **5.2 Context**

5.2.1 With a view to ensuring swift resolution of disagreements on matters covered by this Agreement, it is agreed, where the parties involved cannot reach agreement within 6 weeks, to refer disputes by either side to the WRC and if necessary to the Labour Court (or, where such apply, to agreed machinery). Where a Conciliation or Arbitration Scheme applies, the issue will be referred within 6 weeks to the Conciliation machinery under the Scheme and, if unresolved, to the Arbitration Board (or, where such apply, to agreed machinery).

### **5.3 Process**

5.3.1 Where disputes arise, they will be subject to a 6 week period of initial bilateral engagement at local level between the parties to the dispute.

5.3.2 To underpin the smooth functioning of industrial relations, sectoral management/union forums with the assistance of independent chairs nominated by the WRC will meet regularly to oversee IR issues arising in the sector, including those which may have a

bearing on the agreement. Each sector will nominate the relevant forum which will perform this function.

- 5.3.3 The sectoral forums will bring to the attention of the Joint Implementation Committee charged with overseeing the Agreement (see 5.4 below) any matters that would likely impact on the stability of the Agreement or affect the wider public service.
- 5.3.4 If no agreement is reached at the relevant conciliation stage, the parties agree to refer the dispute to the Labour Court or Arbitration Board, as appropriate, for recommendation.
- 5.3.5 In considering any dispute referred to it under this Agreement, the Labour Court or Arbitration Board, where appropriate, will have due regard to the provisions and stability of the Agreement and any impact on the wider public service.
- 5.3.6 The Labour Court or Arbitration mechanism, as appropriate, continues to be the final stage in the dispute resolution process.

#### **5.4 Oversight of the Agreement**

- 5.4.1 As in previous agreements, a Joint Implementation Committee will be established comprising employee representatives nominated by the Irish Congress of Trade Unions and representatives of public service employers nominated by the Department of Public Expenditure, NDP Delivery and Reform and an independent chair.
- 5.4.2 The Joint Implementation Committee will meet quarterly, or as and when required, to address any matters of implementation, interpretation or any anomalies that arise under the terms of this Agreement. It will consider how best it can assist the parties, including the need for further discussions.

#### **5.5 Compliance**

- 5.5.1 The benefits of the Agreement will be confined to those staff and employees represented by unions in membership of the Irish Congress of Trade Unions or other unions or representative associations which have notified the WRC of their intention to comply with the Agreement.
- 5.5.2 Where such a union or association fails to adhere to the provisions of the Agreement, the benefits of the Agreement will not apply to the relevant staff cohort.
- 5.5.3 Cooperation with normal ongoing workplace change and agreed reform initiatives, including those set out in Chapter 2, will be a prerequisite for availing of the benefits of this Agreement.



## **5.6 No Cost Increasing Claims**

- 5.6.1 The parties agree that no cost increasing claims for improvements in pay terms and conditions of employment will be initiated or implemented for the duration of the Agreement other than in accordance with the provisions of the Local Bargaining clause.

## **5.7 Review of Agreement**

- 5.7.1 The parties affirm that public service pay terms and conditions and any related issues shall not be revisited over the lifetime of this Agreement, save where the assumptions underlying this Agreement need to be revisited. In such circumstances, the parties commit to prior engagement.

## **Appendix: Key Elements of the Government’s Reform Agenda**

**Public and Civil Service** – Better Public Services – Public Service Transformation 2030 Strategy and associated Action Plans; Making Innovation Real; the Civil Service Renewal 2030 Strategy; the People Strategy for the Civil Service; Connecting Government 2030 – A Digital and ICT Strategy for Ireland’s Public Service; Harnessing Digital – The Digital Ireland Framework; Digital for Good: Ireland’s Digital Inclusion Roadmap.

**Climate** - The Climate Action and Low Carbon Development Act 2021 sets out the legal framework for Ireland’s climate ambitions. Ireland has committed to reducing total greenhouse gas emissions by 51% by 2030 (as compared to 2018 levels) as a milestone on the path to reaching a climate neutral economy no later than 2050. This is to be achieved through a series of rolling carbon budgets and sectoral emissions ceilings that set out the maximum level of emissions that may be permitted over 5 year periods. Annual updates to the Climate Action Plan outline the Government’s policies & plans to address climate change and implement its obligations under the 2021 Act. This includes actions for all sectors of the economy and all public bodies, and incorporates the annual updates to the Public Sector Climate Action Mandate, with the most recent version approved by Government in May 2023. The mandate highlights what public sector bodies must do to play a leadership role in driving climate action.

**Education Sector** - Department of Education Statements of Strategy, related annual Action Plans for Education and underpinning strategies and developments; Senior Cycle and Junior Cycle Reform within Schools; Curricular and assessment reform including Primary curriculum; Literacy and Numeracy and Digital Literacy Strategy (2024-2033); Digital Strategy for Schools to 2027; Gaeltacht Education Strategy; Science, Technology, Engineering and Mathematics (STEM) Education Policy Statement 2017-2026; Modern Foreign Language Strategy “Languages Connect” 2017-2026; Cineáltas Implementation Plan 2023-2027; Strategy on Education for Sustainable Development to 2030: Engagement on the outcome of the Policy Advice on Inclusive Education; engagement on the review of the EPSEN act and the SNA Workforce development plan including review of the SNA contract.

**Higher and Further Education Sector:** Funding the Future – the funding and reform framework for higher education; Future FET: Transforming Learning, the FET Strategy 2020-2024; Action Plan for Apprenticeship 2021-2025; the Public Service Apprenticeship Plan, the National Skills Strategy 2025 and the recommendations of the OECD Ireland Skills Strategy Report; the National Strategy for Higher Education to 2030; Adult Literacy for Life Strategy; Impact 2030, the national Research and Innovation Strategy; the National Access Plan 2022-2028; and ongoing reform, modernisation and transformation initiatives including in relation to governance and the implementation of the Higher Education Authority Act 2022, the further development of the technological university sector, the evolution of integrated FET Colleges of the Future and the policy platform for a more unified tertiary

system.

**Local Government Sector** – a commitment to ongoing reforms in the sector for improved service delivery processes and outcomes. This will include a wide range of matters including but not limited to continued progress for the greater use of shared and common services; the further digitalisation of the services in the sector; engagement on the professionalisation of key roles in the sector, ongoing change and reform in the retained and full time fire services including as considered in “Retained Fire Services in Ireland: A Review of Recruitment and Retention Issues”; the process of engagement for the implementation of Framework on the delivery of water services and the National Public Library Strategy 2023-2027.

**Health Sector** – The continued engagement on the implementation of Sláintecare, including, but not limited to, the delivery of the new Regional Health Areas, the continued roll out of the new public only consultant contract; the implementation of the enhanced community care programme; the continued implementation of the Framework for Safe Nurse staffing and Skills Mix; National Maternity Strategy; progression of the Career Pathway Review including advanced practice for HSCPs; the implementation of the remaining recommendations in the McLoughlin pharmacy report; continued implementation of advanced practice for nursing and midwifery.

**Irish Prison Service** -The Irish Prison Service Strategy 2023-2027; engage on projects and initiatives aimed at increasing capacity; facilitation of digital technology advances for employee tools and the prisoner journey, where they do not impact on staff rosters and detailing of staff. Continued development and embedding of Regime Management Planning to ensure prioritisation of structured activities for prisoners while maintaining safe systems of work for staff.

**Defence Sector** – The implementation of the Strategic Framework –Transformation of the Defence Forces, the Report of the Independent Review Group on Dignity and Equality issues in the Defence Forces, and recommendations approved by government arising from the Commission on the Defence Forces.

**Justice Sector** - Reform measures arising from A Policing Service for our Future (APSFF) and legislation including the Policing, Security and Community Safety Bill 2023. The Courts Service Modernisation Programme, the International Protection Office Modernisation Strategy 2023/24, Immigration Service Delivery Modernisation Programme, Judicial Planning Working Group Implementation, the Family Justice Strategy 2022/2025 and the Zero Tolerance: The Third National Domestic, Sexual and Gender Based Violence Strategy.