

Public Service Agreement 2010-2014 (Croke Park Agreement)

Integrated Action Plan for Teagasc

**Note:* Completed initiatives from previous progress report have been removed and replaced with new initiatives as per the guidance notes. These new initiatives are marked with an (N).

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
1.3, 1.7, 4.1, 4.3, 4.4, 4.7	<p>IMPLEMENTATION OF EMPLOYMENT CONTROL FRAMEWORK AND MANAGEMENT OF STAFF REDUCTIONS (N)</p> <ul style="list-style-type: none"> • In the period 2008 – 2014, the Teagasc staffing number is due to fall from 1,574 to 993. • At the end of 2011, the figure had already reduced to 1,189. • Teagasc has already implemented a Voluntary Early Retirement / Voluntary Redundancy Scheme and is fully engaged with the Public Appointments service in relation to external redeployment. • Critical positions around the organisation will be required to be filled on an exceptional basis and the Teagasc Authority has requested that a submission on this matter should be submitted to the Departments. 	2014
1.13, 4.12	<p>DEVELOP PERFORMANCE MANAGEMENT INITIATIVES AND PERFORMANCE IMPROVEMENT METRICS (N)</p> <ul style="list-style-type: none"> • Utilise PMDS process to recognise and improve staff performance. • Review arrangements for managing and reporting on sick leave and implement improvements. • Review over and under performance cases with leadership teams and develop protocols and supports to address gaps. • Develop a module on managing performance as part of the Management Development 	Full implementation achieved by Q2 2012

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	<p>Programme.</p> <ul style="list-style-type: none"> • Introduce a ‘case management’ approach to the management of poor performance and the management of negative behaviours. 	
2.9, 4.12	<p>MANAGE, MONITOR, REPORT ON AND EVALUATE TEAGASC’S PERFORMANCE (N)</p> <ul style="list-style-type: none"> • Ensure Statement of Strategy 2011 – 2013 objectives are SMART and have measurable key performance indicators. • Cascade the strategy into the programme business plans including SMART objectives, targets and KPI’s. • Communicate the strategy and business plans to staff. • Develop suitable reports for the strategy and programme business plans to track progress against the stated objectives. • Develop a management information system to provide data on the KPI’s. 	Q2 2012 and Ongoing
1.6, 1.7, 1.14	<p>PROMOTE STAFF MOBILITY AND DIVERSIFICATION (N)</p> <ul style="list-style-type: none"> • Implement agreed redeployment policy and track staff mobility through Core HR system. • Develop Staffing and Efficiency Plan for the organisation broken down by Directorate. • Facilitate redeployment within broadly equivalent grades in line with redeployment policy. • Develop job descriptions for hybrid type roles and progress to fill roles within confines of the Moratorium and Croke Park Agreement. • Formalise policies to encourage staff mobility as appropriate (e.g. the Knowledge Transfer Development Programme). 	Ongoing
5.16	<p>SUPPORT EFFECTIVE TEAM-WORKING AND INTEGRATION (N)</p> <ul style="list-style-type: none"> • Design team-working tools, processes and templates that will assist and improve team working. • Agree project management training provider for Teagasc. • Develop training modules to incorporate above initiatives. • Design team-working framework in conjunction with the National Partnership Committee, Senior Management Team and Teagasc Authority. 	Q1 2012

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4.12	<p>STRATEGICALLY ALIGN TRAINING NEEDS WITH TEAGASC REQUIREMENTS (N)</p> <ul style="list-style-type: none"> • Utilise core Training module to administer and deliver all core competency and tailored courses for staff. • Populate the Core System with training records for all core competency, third level and priority technical courses completed. • Work with Learning and Development Partners to identify the organisation’s key training requirements. • Work in consultation with Learning and Development Partners to prioritise training requests in line with business needs. • Conduct a return on investment analysis. 	Q4 2012
4.12	<p>DEVELOP LEARNING AND DEVELOPMENT PORTAL (N)</p> <ul style="list-style-type: none"> • Design a new learning and development portal and arrange PMDS, Competency Framework, Staff Training, etc material on the new platform. • Develop a self-assessment tool and link to the PMDS process. • Review, update and publish revised role profiles with an emphasis on critical core competencies. • Map out high level career paths and career profiles and display on the Learning and development Portal. 	Q2 2013
1.4, 1.10, 1.13	<p>DEVELOP MANAGEMENT DEVELOPMENT PROGRAMME (N)</p> <ul style="list-style-type: none"> • Examine best practice in other organisations, develop draft proposals for Teagasc to incorporate 2-3 modules to pilot. • Assess effectiveness of pilot and develop schedule for implementing improvements and develop remaining modules. • Roll out ‘managing for high performance programme’ to all line managers and to those identified through PMDS. 	Q4 2013
1.4, 1.10, 1.13	<p>DESIGN LEADERSHIP DEVELOPMENT PROGRAMME (N)</p> <ul style="list-style-type: none"> • Define the non-technical skills and competencies required by leaders and managers at each level within Teagasc using the organisation’s competency framework. • Identify the technical skills, competencies and attributes required for technical leadership. 	Q2 2011

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	<ul style="list-style-type: none"> • Design the Leadership Development Programme Framework based on the Teagasc Competency Framework and Action Learning approach. • Identify the themes and define the objectives of each learning module. 	
1.4, 1.10, 1.13	<p>DEVELOP TEAGASC TOTAL REWARD AND RECOGNITION POLICY (N)</p> <ul style="list-style-type: none"> • Identify key values that should underpin all reward and recognition programmes within Teagasc. • Translate key values into an over-arching Total Reward and Recognition Policy. • Design and develop a management briefing to coach managers on the values that underpin the policy, the methods of recognising staff contribution and excellent performance and to highlight the framework of programmes that exists. • Review the innovation and gold medal programmes and launch a new excellence award. 	Q2 2012
1.4, 1.10, 1.13	<p>DEVELOP AND IMPLEMENT APPROPRIATE EMPLOYEE ENGAGEMENT STRATEGIES (N)</p> <ul style="list-style-type: none"> • Consult and collaborate with organisations who have developed employee engagement strategies. • Develop proposals and establish a sub-group of Partnership to consult on employee engagement proposals. • Consult with stakeholder groups and roll out pilot programmes. • Evaluate pilot programmes, amend if necessary and roll out to all staff. 	Q2 2012
4.13	<p>DELIVER EFFICIENT QUALITY HR SERVICES TO TEAGASC STAFF, MANAGERS, THE TEAGASC AUTHORITY AND THE DEPARTMENT OF AGRICULTURE, FOOD AND MARINE (N)</p> <ul style="list-style-type: none"> • Comply with Departmental Directives to ensure that there are no breaches of the Employment Control Framework, employment legislation, the funded contract recruitment protocol, the Moratorium, etc. • Conduct quality checks and make recommendations on HR business process improvements. • Maintain and update the Teagasc Staff Handbook and HR Manual. • Produce quarterly quality and compliance reports and deliver outcomes to the HR Quality Steering Group. 	Ongoing

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	<p>IMPLEMENT VOLUNTARY EARLY RETIREMENT / VOLUNTARY REDUNDANCY SCHEME AND IDENTIFY POSTS FOR EXTERNAL REDEPLOYMENT</p> <ul style="list-style-type: none"> • Revise Directorate Staffing Plans and monitor and report on Teagasc Employment Control Framework numbers. • Manage all external redeployment activity in line with the Croke Park Agreement and emerging needs. • Provide detailed reports to the Staff Resourcing Committee, the Senior Management Team and the Department of Agriculture, Food and the Marine (DAFM) as required. • Put relevant secondment arrangements in place to other parts of the public service. 	End of 2011 and Ongoing
1.6, 1.7, 1.14, 4.17	<p>MANAGEMENT OF INTERNAL REDEPLOYMENT POLICY (N)</p> <ul style="list-style-type: none"> • Manage internal redeployment activity to support the reorganisation of priority work activities and emerging requirements. • Work with local management to utilise the internal redeployment policy to fill the gaps arising from the exit of staff members due to normal retirements, voluntary early retirements and voluntary redundancies. • Identify where work can be reallocated, staff reassigned or redeployed to areas of high priority or outsourcing considered in order to maintain service levels. • Implementation is based on Teagasc’s Staffing and Efficiency Plan which is revised regularly with all amendments approved by the Staff Resourcing Committee and Teagasc Senior Management. 	Ongoing
1.4, 1.8, 4.9	<p>INTRODUCE CORE TIME AND ATTENDANCE SYSTEM *subject to Departmental approval</p> <ul style="list-style-type: none"> • Upgrade to existing software modules (i.e. Phase 1) completed. • The system went live in November 2011 with Single Sign On and Core Portal implemented in December 2011. • Online payslips, P60’s and Pay Related Deduction certificates will be going live in February 2012. • Implementation, configuration and user acceptance testing of Manager Toolbox, Core Time and Attendance and Core Illness will follow immediately afterwards in advance of target date for roll out in Quarter 4 2012. 	Q4 2012

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.

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1.10, 4.2, 4.13, 4.16	<p>DESIGN AND IMPLEMENT A DEDICATED TEAGASC CHANGE MANAGEMENT MODEL (N)</p> <ul style="list-style-type: none"> • Carry out research on existing models and benchmark against other organisations. • Design the elements of a dedicated Change Management Model for Teagasc. • Identify a change initiative that is suitable to pilot the new model. • Review pilot and make necessary improvements to tested model. • Deliver training to selected staff and roll out model across entire organisation. 	Q1 2013
4.2, 4.13, 4.14, 4.15, 4.16	<p>ADOPT A MORE COMMERCIAL APPROACH TO CREDIT CONTROL, BILLING AND DEBT COLLECTION (N)</p> <ul style="list-style-type: none"> • Business Process Review project on credit control, billing and debt collection carried out in the Teagasc Advisory Service. • Regular review of the financial performance of externally funded research projects. • Quarterly financial reviews for presentation to the Teagasc Senior Management Group and the Teagasc Authority. • Regular review of debt by institution and debt budgeting. • Regular review of debt by client and debt budgeting. 	Ongoing
4.2, 4.13, 4.14, 4.15, 4.16	<p>ENHANCE TEAGASC'S ABILITY TO MANAGE ITS OWN PERFORMANCE AND CONTINUOUSLY DELIVER HIGH PERFORMANCE (N)</p> <ul style="list-style-type: none"> • Business Process Review project to allow for financial management and reporting based on new programme structures. • Build an Organisation Management Information System initially for financial information and subsequently to track performance against business plan key performance indicators. • Business Process Review project to improve research project management and to 	Ongoing

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	redevelop the Teagasc RMIS system with a focus on research project management. <ul style="list-style-type: none"> • Implement a time and attendance system with Core HR. • Business Process Review project to streamline the management of Walsh Fellows. 	
4.2, 4.13, 4.14, 4.15, 4.16	STRENGTHEN TEAGASC'S CAPABILITY FOR FINANCIAL PLANNING AND MANAGEMENT (N) <ul style="list-style-type: none"> • Improve monthly budgeting. • Simplify and standardise all general ledger codes. • Regular review of the financial performance of externally funded research projects. • Build an Organisation Management Information System initially for financial information and subsequently to track performance against business plan key performance indicators. • Introduce an integrated online budgeting system using Integra. • Introduce resource allocation / unit costing model of budgeting. • Provide a facility to allow for the financial reporting of Teagasc activities by funding type (i.e. grant in aid v. externally funded). 	Ongoing
1.4 - 4.2	OPTIMISE TEAGASC'S PROCUREMENT PRACTICES, ENSURING THAT THE BEST VALUE IS ACHIEVED FOR TEAGASC IN THE PROCUREMENT OF GOODS AND SERVICES (N) <ul style="list-style-type: none"> • Implementation of the procurement strategy including ensuring that the best value is achieved for Teagasc in the procurement of goods and services. • Prepare an annual corporate procurement plan. • Embed efficient, appropriate and effective procurement practices including the implementation of online procurement across the organisation. • Pilot low value purchasing cards and eProcurement. 	Q4 2012
1.10, 4.1, 4.11, 4.13	INTRODUCE NEW INFORMATION TECHNOLOGIES (N) <ul style="list-style-type: none"> • Build management information systems and upgrade Teagasc's business applications. • Upgrade the Teagasc ICT network and other key infrastructures to enable them to support future essential applications and to prevent creeping obsolescence. • Upgrade the ICT infrastructure to enhance the support which is provided to computing intensive research. • Upgrade the capacity of the Teagasc Wide Area Network (WAN) in order to meet the demands of the restructured Teagasc business model and upgraded business applications. 	Q4 2012

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	<ul style="list-style-type: none"> • Undertake an upgrade of the eProfit Monitor system to allow it to cater for pigs and to allow it to be accessed by non-clients. • Roll out a new integrated telephone systema cross the organisation. • Introduce a new and improved information system in order to increase efficiency, reduce risk and facilitate better service delivery. • Introduce smart phone applications and web-based calculators in order to increase Advisors' mobility. 	
1.6, 1.7, 1.14	<p>RESEARCH ADMINISTRATION REVIEW (N)</p> <ul style="list-style-type: none"> • Carried out as part of the Teagasc Change Programme 2009 – 2013 in order to address the administrative requirements of the new programme focussed research structure. • The Review was undertaken in order to optimise the Research Directorate Administrative Function, to increase the specialisation of administrative staff, to reduce duplication of effort, to increase flexibility and to reduce the overall cost of the administrative function. • The implementation phase of the project will be carried out throughout 2012. 	Q4 2012 and Ongoing
	<p>MANAGEMENT OF TEAGASC PROPERTY PORTFOLIO BY REALIGNING OUR PROPERTY ASSETS MORE CLOSELY WITH OUR BUSINESS STRATEGY</p> <ul style="list-style-type: none"> • The disposal of offices and the rationalisation of research lands as part of the Teagasc Change Programme 2009 – 2013 will continue throughout 2012. 	Q4 2012
4.2	<p>DISPOSE OF KINSEALY SITE AND RELOCATE THE CURRENT ACTIVITIES TO OTHER TEAGASC LOCATIONS</p> <ul style="list-style-type: none"> • The development works at Ashtown Food Research in order to accommodate the relocation of staff from Kinsealy will continue during 2012. 	2013
4.2 – 4.12	<p>ENHANCING THE ORGANISATIONS ABILITY TO MANAGE ITS OWN PERFORMANCE AND DEMONSTRATE DELIVERY OF HIGH PERFORMANCE THROUGH IMPROVED MANAGEMENT REPORTING SYSTEMS AND PROGRAMME EVALUATION</p> <ul style="list-style-type: none"> • Peer Review of the Teagasc Food Programme carried out in September 2011. • Peer Review of the Teagasc Animal and Grassland Research and Innovation Programme carried out in November 2011. 	Q4 2012

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	<ul style="list-style-type: none"> • Four workshops to develop suitable key performance indicators for each programme were held throughout 2011. • Key Performance Indicators for technology adoption and impact are specified in the Teagasc Level 1 Business Plan 2012. 	
4.12	<p>STREAMLINE PROCESS FOR STAFF TRAINING DELIVERY (N)</p> <ul style="list-style-type: none"> • Refine the core competency list and appoint new trainers following a tender process. • Introduce online training application form. • Identify the priority skills for 2012/2013 that need to be developed for each of the five programme areas and publish in the relevant Level 2 business plans. • Corporate training plan developed and approved by Teagasc Senior Management Team 	Q4 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

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1.1, 1.4, 1.9, 1.10, 1.14, 1.25	<p>ADOPT INNOVATIVE WAYS OF ACHIEVING SERVICE DELIVERY WITH REDUCED STAFF NUMBERS (N)</p> <ul style="list-style-type: none"> • Redeployment of REPS Advisors to B&T and E&T roles and areas of high priority as REPS participants finish their five year plans. • Reallocation of duties in line with emerging requirements and priorities. • Participation of Walsh Fellows in action research around knowledge transfer projects in various Regional Units. • Explore the potential to engage graduate trainees on FÁS graduate work experience programmes to undertake certain ancillary duties. • Retraining of staff who are redeployed into new roles and development of existing staff in line with strategic requirements. • Aim to maintain 40,000 client contracts and seek to have 20,000 farmers participating in public event activities. 	Ongoing
1.1, 1.4, 1.9, 1.10, 1.14, 1.25	<p>IMPROVE THE DELIVERY OF SERVICE TO STUDENTS THROUGH THE STREAMLINING OF THE APPLICATIONS PROCESS (N)</p> <ul style="list-style-type: none"> • Implement a centralised applications system for applications to Teagasc Courses. • Conduct a standardised national entrance exam for entry to Teagasc Colleges. • Introduce means testing of maintenance grants for students attending Teagasc educational programmes. • Maintenance grants will be paid directly to students by Teagasc. 	Q3 2012
4.2 – 4.12	<p>DEVELOPING SUPPORTS TO MEET THE ENVIRONMENTAL NEEDS OF FARMERS</p> <ul style="list-style-type: none"> • More effective dissemination of information to farmers through closer integration between 	Q4 2011 and Ongoing

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	<p>the Teagasc Research and Knowledge Transfer Directorates.</p> <ul style="list-style-type: none"> • The Teagasc Agri-Catchments Programme has been developed in order to transfer the importance of the maintenance of high water standards to as wide a group of farmers and clients as possible. • Active stakeholder groups have been established in order to enable clients to inform Teagasc of farmer requirements so that Teagasc can in turn meet emerging needs at ground level. • Facilitates active discussions involving industry participants on sectoral issues and Teagasc programmes. 	
4.2, 4.3 – 4.12	<p>NEW TRAINING FACILITY AT COLLEGE OF AMENITY HORTICULTURE, NATIONAL BOTANIC GARDENS</p> <ul style="list-style-type: none"> • The specifications for the new facility have been finalised and construction works will commence in May 2012. • The facility will be completed in early 2013. 	Q1 2013
1.10, 4.3 – 4.12	<p>REVIEW ARRANGEMENTS WITH HIGHER EDUCATION PARTNERS – FURTHER INNOVATION IN THE PROVISION OF JOINT HIGHER LEVEL PROGRAMMES AND PROGRESSION OPPORTUNITIES</p> <ul style="list-style-type: none"> • Five of Teagasc’s six partner Institutes of Technology have agreed to pay Teagasc at a rate of €91 per hour for our input as service providers to joint programmes. • A new Level 8 Honours Degree commenced in 2011 and is being run jointly by the College of Amenity Horticulture at the Botanic Gardens and Dublin City University. • The UCD Dairy Degree programme is in its third year and the first group of students completed five weeks of pre-placement induction training at Kildalton College in July 2011. • The second semester which commences in January 2012 will be spent at Teagasc Moorepark. 	Q2 2012
1.10, 4.3 – 4.12	<p>MEET THE NEEDS OF INDUSTRY AND NEW ENTRANTS THROUGH THE PROVISION OF AGRICULTURE AND HORTICULTURE EDUCATIONAL PROGRAMMES (N)</p> <ul style="list-style-type: none"> • Seek to enrol 250 – 300 young people each year who are embarking upon careers in commercial farming or those seeking employment in industries and services ancillary to 	Q4 2012

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	<p>agriculture.</p> <ul style="list-style-type: none"> • Ensure that >180 of these enrolments qualify with a higher level qualification from the joint Teagasc / Institutes of Technology Programmes accredited by HETAC. • Aim to enrol 800 – 900 young people and adults returning to education who are taking over the operations of full-time and part-time farm enterprises annually. • The delivery of new dairy training programmes to expanders and dairy farm managers. • Deliver the Advanced Certificate in Agriculture online at eight locations around Ireland to 260 learners. 	
1.10, 4.3 – 4.12	<p>SUPPORT FARMING CLIENTS TO ENABLE THEM TO ADAPT PRODUCTION METHODS TO REDUCE CARBON INTENSITY, FURTHER IMPROVE ENVIRONMENTAL PERFORMANCE AND DEVELOP ENVIRONMENTAL SERVICES (N)</p> <ul style="list-style-type: none"> • There will be increased emphasis on soil analysis nutrient management planning. There will be a significant workload around derogations in particular. • Local delivery options for the organic programme will be examined as the programme is mainstreamed. 	Q4 2012 and Ongoing
1.10, 4.3 – 4.12	<p>PROVIDE ADVICE, TRAINING AND TOOLS TO SUPPORT OUR STAKEHOLDERS IN MAKING DECISIONS THAT ENABLE THEIR BUSINESS TO BE MORE EFFECTIVE (N)</p> <ul style="list-style-type: none"> • As the DEP enters year three of the programme, an additional five hundred participants will be targeted on a regional basis. • Increased emphasis on drystock discussion groups. • The promotion and activation of the BTAP in February 2012. 	Q1 2012 and Ongoing
1.10, 4.3 – 4.12	<p>PROVIDE SPECIFIC SKILLS TO STAKEHOLDERS TO ENABLE THEM TO EXPLOIT INCOME-GENERATING OPPORTUNITIES BOTH ON AND OFF-FARM. (N)</p> <ul style="list-style-type: none"> • A financial advisory element to the tillage programme will be advanced. • A dedicated Knowledge Transfer Conference will take place in October 2012. 	Q3 2012
4.2 – 4.12	<p>PROVISION OF AN INTEGRATED, APPLIED RESEARCH AND ADVISORY SERVICE FOR THE IRISH HORTICULTURE AND FORESTRY SECTORS</p>	Ongoing

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	<ul style="list-style-type: none">• Both horticulture research and advisory service have been integrated.• The effort to provide improved research facilities is currently underway and ongoing.	

Guidance Notes

1. Existing Croke Park Action Plans should be revised to produce a single integrated Action Plan which should encompass the actions to be taken forward by the Department as well as those key actions being proposed by each of those agencies under its remit.
2. It is critical for the process that all of the Department's agencies are seen to be fully reflected in their integrated plan.
3. Departments are asked to confirm to the Secretariat that Action Plans have been received from all of their agencies in their cover letter / e-mail accompanying their return. However, the individual plans of each Agency should no longer be forwarded to this Department.
4. Actions contained in the current iteration of Croke Park plans which have been completed/ delivered should now be removed.
5. In their place, new or revised Actions and targets on change and reform should be included as appropriate, taking account, for example, of recent Expenditure Review and Budget decisions and the reform agenda set out in the Government's Public Service Reform Plan.
6. Action Plans should contain all those actions it is intended to deliver over the remaining lifetime of the Agreement (i.e. to 2014).
7. Plans should fully reflect all relevant initiatives being led from the centre and the contribution of your Department and its agencies to the achievement of same (e.g. reduction in days lost to sick leave and standardised methodology reporting same).
8. Specific target dates for full implementation of each action should be indicated. Where an action is to be undertaken in phases, the target date for each phase should be clearly indicated.
9. It is appropriate to consult with staff representatives through a Departmental forum (e.g. Departmental Council) on the proposals submitted. Each State Agency should also ensure that there is a consultation process on the proposals being submitted by them to you.
10. Any queries in relation to this process should be directed to Alan Plummer, Implementation Body Secretariat (ph: 01-6045340, e-mail: alan.plummer@per.gov.ie)