

PUBLIC SERVICE AGREEMENT 2010-2014

(CROKE PARK AGREEMENT)

NATIONAL LIBRARY OF IRELAND

ACTION PLAN

JANUARY 2011 FINAL

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1. Introduction

In May 2005, the Government decided to proceed with the establishment of the National Library of Ireland and the National Museum as autonomous bodies with statutory Boards under the auspices of the Minister for Tourism, Culture and Sport as envisaged in the National Cultural Institutions Act 1997. The establishment of these independent bodies necessitated the creation of separate administrative support units in each of the bodies concerned which, in the case of the National Library, was achieved through a combination of the transfer of posts from the Department of Tourism, Culture and Sport (5 including 1 post to support shared payroll services in Killarney) and the creation of some new posts (4).

Section 12(1) of the National Cultural Institutions Act, 1997 Act sets out the principal functions of the Board of the National Library as being “.. *to conserve, restore, maintain and enlarge the library material in the collection of the Library for the benefit of the public and to establish and maintain a record of library material (including material relating to the Irish language) in relation to Ireland and to contribute to the provision of access by members of the public to material relating to other countries.*”

The Library’s fulfils its statutory functions through a number of key business activities:

- the acquisition of the print output of Ireland and of other relevant material including manuscripts, photographs and increasingly electronic material. Copyright legislation gives the Board the power to obtain material published in Ireland under legal deposit. Other material is acquired through donation or purchase;
- following its acquisition, material is sorted, catalogued and stored to be made available to readers in two reading rooms in Kildare Street on a request basis. Conservation work is carried out as required in a dedicated on-site facility while preservation work is ongoing;
- the Library acts as a provider of access to knowledge and information and as a support for Irish research. The vast amount of material in the Library’s collections may be consulted by researchers across many different disciplines (the National Library has over 8 million items of Irish materials in its collections, the largest collection in the world of Irish materials). The National Library is not a lending library and material is consulted in reading rooms. Much of the material in the Library’s collections is not accessible in other Irish libraries;
- through its exhibition and ongoing digitisation programme, the Library provides access to its collections and is a cultural attraction for both the Irish public and the cultural tourist sector. In tandem with exhibitions a range of education and outreach services have been developed.

2. Modernisation of the National Library

Undoubtedly, the availability of what is a relatively small but locally based administrative team (dealing with HR, Finance, Industrial Relations, corporate planning etc) has been a huge factor in the progress made by the Library in the period since 2005 in delivering an accelerated programme of change and modernisation under the umbrella of *Towards 2016*, including the elimination of restrictive work practices, improved efficiencies in the utilisation of staff resources and the introduction of a range of improved services to the customer - see para 3 below.

The Library will be continuing its programme of change, as set out in the Library's Action Plan attached, under the terms of the Public Service Agreement 2010-2014 and taking account of the public service modernisation agenda set out in previous social partnership agreements including *Towards 2016* referred to above. There will be a particular focus on developing new business processes and on reconfiguring the design and delivery of public services to ensure that the Library can continue to deliver quality services in an efficient manner taking account of the ongoing reduction in Library staff numbers since the moratorium on recruitment was announced in March 2009 and of the substantial reduction in Government funding to the Library. Library staff numbers have decreased from 123 (pre-moratorium on recruitment) to 100 at end 2010, a 19% reduction, while the Library has seen a reduction of 32% in Government funding over a four year period from €1.875m in 2008 to €0.64m in 2011.

3. Key Library modernisation initiatives 2005-2009

Services and opening hours:

- Single point of contact in front hall of main Library building for the public (security desk re-located from front hall to avoid confusion for public);
- Self-service lockers for Readers/visitors;
- Additional Micro-film Reading Room;
- New Micro-film Reader Printers to enable self-service printing of newspaper extracts;
- Introduction of self-service photocopying for Readers and the facility to allow Readers to use their own digital cameras to copy Library material;
- Improved and expanded range of on-line services for Readers;
- New Library website launched with on-line shop facility;
- New disabled ramp access to main Library building and new reading room on the ground floor of the main Library;
- Digital projects including purchasing the Irish internet sites archive for preservation purposes and with a view to future access and the implementation of photographic glass plates and *Sources for the History of Irish Civilisation* digitization projects, the latter project receiving a Public Service Excellence Award in 2010;
- Expansion of Library exhibition centres with the launch of the ground floor of No. 2-3 Kildare Street as a full exhibition area (previously Heraldic Museum). The Library now has 4 exhibition centres – main Kildare Street Library building (two

exhibition areas currently housing the *Yeats* and *Tall Tales and Deadly Drawings* exhibitions), No. 2-3 Kildare Street (currently housing the *Discover* exhibition) and photographic exhibitions in the National Photographic Archive Temple Bar (currently housing the *Power and Privilege* photographic exhibition);

- Morning opening to public brought forward from 10 am to 9.30am;
- Library exhibitions open to the public over the Easter and Christmas holiday periods;
- In summary, the Library currently opens five days and three evenings during the week as well as on Saturday mornings (all Library services) and it opens all day Saturday for Kildare Street exhibitions. In Temple Bar, the Library opens its photographic exhibitions seven days a week.

Work practice and efficiency measures:

- In the latter part of 2008, agreement was reached with the Security/Science and Art Attendant staff with a view to (i) rationalising the various allowances payable to staff and (ii) improving the rostering system for the staff. The agreement resulted in substantial savings in ongoing overtime costs as well as facilitating extended opening hours;
- Number of staff at main Library Information desk reduced from 2 to 1;
- Number of staff at main Library Security desk reduced from 2 to 1;
- Number of Library Assistants grade 111 working on evening duty reduced from 4 to 3;
- Number of Science and Art Attendants working on Saturday mornings reduced from 6 to 4;
- Internal redeployment of staff to increase the staffing resources in key areas such as digital development and IT.

4. Other National Libraries

While the precise range of responsibilities of national libraries may differ thus making direct comparisons difficult, it is clear that the staffing level in the National Library of Ireland has traditionally been very low by international comparison and since the introduction of the moratorium on recruitment to the public service in 2009 the staffing gap is getting progressively wider. The following is a comparison of staffing and Government funding (and population served) - National Libraries of Ireland, Wales and Scotland:

Institution	Population million	Number of Staff 2009/2010	Government Grant 2009/2010
National Library of Ireland	4.4	100	€ 9.348m ¹
National Library of Wales	3	312	£13.634m
National Library of Scotland	5.2	307	£15. 943m

¹ National Library of Ireland Government funding progressed as follows: 2008 = €1.875m; 2009 = €10.742m; 2010 = €9.348m; 2011 = €8.064m

NATIONAL LIBRARY OF IRELAND

**Public Service Agreement 2010 -2014 (Croke Park Agreement)
CIVIL SERVICE AND NON-COMMERCIAL STATE AGENCY SECTOR STATE AGENCY ACTION PLAN**

<p>1. Better human resource management <i>Actions to include under this heading include reductions in numbers, redeployment, revisions in attendance arrangements, better attendance and absence management, etc.</i></p>			
<p>Terms of the Public Service Agreement 2010 – 2014 (refer to all relevant paragraphs)</p>	<p>Action</p>	<p>Timeframe</p>	<p>Benefits Arising 2010 - 2014</p>
<p>Resources 1.5 4.3 4.4 4.18</p>	<p>Since the moratorium the Library staff numbers have plummeted from 123 (including temporary contracts – crucial to the running of the Library) to 100 core staff (97.1fte). The Library has experienced one of the highest percentage reductions (19%) in staff numbers since the moratorium on recruitment began in March 2009.</p> <p>3 staff retired under the ISER</p> <p>There are currently 8 full time vacancies; in Q1 2011 a further 5 staff will retire/leave and 8 others will have the 'option' (either by reaching 60 or with 40 years service) which may accelerate the vacancies to 20 and reduce core staff to 88.</p>	<p>Ongoing</p>	<p>Reducing services will be inevitable across all Library areas. The Library is endeavouring to mitigate the effects of substantial staff losses through internal re-deployment, by maximising FAS placement opportunities, intern programmes and volunteering and through the development of better business process and the re-design of service delivery.</p> <p>Annual pay savings on current vacancies = €503k less annual pension costs of €106k.</p>

Terms of the Public Service Agreement 2010 – 2014 <i>(refer to all relevant paragraphs)</i>	Action	Timeframe	Benefits Arising 2010 - 2014
Resources 1.5 4.3 4.4 4.18	<p>Following the announcement in 2009 of the moratorium on recruitment in the public service, the Library took the initiative to contact FÁS to seek to avail of any employment/graduate placement schemes to assist with project related work and to provide training opportunities to people on the live register. As a result, the Library was well placed to avail of the FAS work placement scheme from which 9 placements were made to the Library from early 2010. The initial FÁS trainees have now completed their placements with the Library and the Library is seeking formal approval from FÁS to run further placements (9) although it is aware that this is not provided for in the current work placement scheme.</p> <p>Formalise existing volunteer/intern programme, where volunteers and interns are actively recruited to meet a series of requirements (for example, volunteers giving public tours).</p> <p>Develop intern programme for pre-qualification information studies and heritage students with relevant third level colleges (such as UCD School of Library and Information Science, etc.)</p> <p>24 Library staff volunteered on Culture Night to keep the institution open until 11pm. The Library hopes to continue this trend as appropriate for other major events.</p>	<p>Q.1 2011</p> <p>Q. 1 2011</p> <p>Q1 2011</p> <p>Ongoing</p>	<p>win/win' for trainee and NLI, mutually beneficial scheme i.e. transfer of knowledge/learning and useful resource for NLI.</p> <p>Providing support to enable the ongoing implementation and completion of projects. No direct cost to the payroll</p> <p>"win/win" for intern trainee and NLI. No direct cost to payroll.</p> <p>Library open to visitors on Culture Night. No direct cost for 24 staff to payroll.</p>

Terms of the Public Service Agreement 2010 – 2014 <i>(refer to all relevant paragraphs)</i>	Action	Timeframe	Benefits Arising 2010 - 2014
Performance Management and Skills 1.13 4.4 4.12	<p>Identify and address any gaps in PMDS to maximise staff performance, to manage underperformance effectively and to ensure full integration of PMDS with incremental progression and promotions in NLI.</p> <p>Carry out a staff skills audit to ensure best fit between roles and skills, and mobility of staff in line with that audit. Ensure more effective use of the skills of different staff with a view to achieving a greater level of continuity, quality and efficiency in service delivery as well as increased staff job satisfaction and skills development.</p>	<p>Q.1 2011 (through sub group of MAC)</p> <p>Q.1 2011</p>	<p>Performance Management process more robust in terms of its wider remit linking organisational goals with individual roles. Integrated/structured system to better address underperformance and incremental progression and promotion.</p> <p>More effective alignment of skills with roles. Higher productivity.</p>
Recruitment, Promotion and Mobility 1.4 1.8 1.13 4.8 4.11 4.12	<p>All recruitment to and promotion within the NLI is already merit-based and competitive. The Library will further refine its recruitment, promotion and mobility policies to ensure that:</p> <ul style="list-style-type: none"> ▪ the potential pool of applicants for all NLI positions is maximised to attract the best possible choice of candidates to meet the business needs of the organisation either through increased open recruitment and/or by the removal of barriers to internal promotion opportunities; ▪ for internal progression, there is full integration with PMDS; ▪ mobility policy is appropriately balanced to take account of the business needs of the organisation and the developmental needs and skills of the individual. 	<p>Q.1 2011</p>	<p>Policies are geared towards business needs of NLI. Clarity in terms of policies and strengthened business process for the future.</p>

Terms of the Public Service Agreement 2010 – 2014 (refer to all relevant paragraphs)	Action	Timeframe	Benefits Arising 2010 - 2014
Attendance patterns and management 1.4 1.8 1.13 4.7 4.8 4.9 4.10	<p>Work-life balance arrangements will be reviewed on an ongoing basis to ensure full consideration of the business needs of the organisation, which is now facing ongoing staffing reductions, and to take account of the needs of the individual. In line with this, staff working shorter hours were asked to consider, on a voluntary basis, returning to full working hours to help fill the large deficit of staff versus work load and some staff voluntarily took on more hours.</p> <p>Absenteeism managed very effectively through the collaboration of HR, line managers and the Occupational Health Service and the individual staff member. As a result the Library has achieved greatly improved rate of 4.73% of working days (2009). Set a target of below 4% for 2011 in an effort to drive down the absenteeism further. This will be implemented through, health screening programmes, promotion of EAP service and monthly communication with management and staff in terms of the statistics.</p> <p>NLI will ensure compliance with central directions regarding so-called “bank-time” and “privilege days”.</p>	<p>Staff written to 10 September 2010</p> <p>Ongoing</p> <p>Ongoing</p>	<p>More full-time staff to share the workload. Higher productivity.</p> <p>Absenteeism addressed within 2 weeks of absence; support offered through Employee Assistance as required; sanctions put in place i.e. through removal of uncertified sick leave privilege, disciplinary process as appropriate. Higher productivity.</p>
Redeployment 1.7 1.8 1.10 4.3 4.4 4.17 6.3 6.4	<p>The Library is keen to explore opportunities for redeployment from the civil/wider public service to the Library to address some of the Library’s critical staffing gaps (e.g. Security/Science & Arts Attendant staff) and has written to the Department of Tourism Sport and Culture in this regard.</p> <p>Introduce new methods of collaborative working between different grades of staff including internal re-deployment as necessary.</p>	<p>October 2010</p> <p>Q.1 2011</p>	<p>Redeployed staff gainfully employed where there is a need. Cost neutral to tax payer.</p> <p>Staff working efficiently across the Library to ensure that high priority business needs can continue to be met.</p>

Terms of the Public Service Agreement 2010 – 2014 <i>(refer to all relevant paragraphs)</i>	Action	Timeframe	Benefits Arising 2010 - 2014
Outsourcing 1.9 1.10 1.12 4.1 4.4	<p>After hours security is provided by an external company through outsourcing</p> <p>Continue to outsource where appropriate in terms of staff time and cost effectiveness and as follows:</p> <ul style="list-style-type: none"> • Bulk mailings, leafletting Copying services wherever possible: for example, 2200 items have been ordered from reprographic services this year by customers. • Source a commercial partner who will supply images, and related products. • Genealogy Advisory Service: the provision of this service, with the facility to commission paid research beyond the initial consultation. • Direct all genealogy queries to this service (currently phone and email queries are handled by the LOD, and make up a substantial amount of the reference work) • Cataloguing of current materials • Children’s workshops and learning activities • Design • Public relations <p>The Library may have to negotiate an outsourcing option to fill vacancies at the Science & Arts Attendant Grade if sanction to recruit or redeployment is not approved by the DTCS.</p>	<p>Ongoing</p> <p>Ongoing</p> <p>Q. 1 2011</p>	<p>Appropriate management of public service staff numbers. Flexibility to address staff shortages in certain areas in context of moratorium on recruitment.</p>

<p>2. Better Business Processes <i>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.</i></p>			
<p>Terms of the Public Service Agreement 2010 – 2014 <i>(refer to all relevant paragraphs)</i></p>	<p>Action</p>	<p>Timeframe</p>	<p>Benefits Arising 2010-2014</p>
<p>Shared services 1.7 1.8 1.9 1.10 1.11 4.3 4.4 4.15</p>	<p>The Library avails of the FSSC facility operated by D/Justice in Killarney for its payroll administration.</p> <p>The Library currently outsources its pension expertise. Examine possibilities of a shared services with other Public Service Bodies through the IPA Administrators Network or FSSC Killarney.</p> <p>Investigate and identify opportunities for sharing and sourcing of bibliographic records with/from other Irish libraries in order to both maximise the value of NLI's catalogue records and improve value for money in terms of new sources of records.</p>	<p>Ongoing</p> <p>Q.2 2011</p> <p>Q.2 2011</p>	<p>Reduced and shared costs</p> <p>Reduced and shared costs (possible savings to Library of €10,000 annually).</p> <p>Reduced and shared costs and greater efficiency in cataloguing.</p>
<p>Reconfiguring the design and delivery of public services 1.7 4.14 1.8 4.15 1.9 6.3 4.1 6.4 4.3 4.4</p>	<p>Taking account of the implications of the moratorium on recruitment to the public service and the need to reconfigure public services, the Library will keep its opening hours under ongoing review with a particular focus on the potential to increase weekend opening:</p> <ul style="list-style-type: none"> • Explore the possibilities, through consultation, to pilot the provision of further Library services on Saturday afternoons (the Library's exhibitions are already open all day Saturday and on 5 bank holidays throughout the year); • The Library has an option to review with its Science & Arts Attendant group the possibilities of opening the institution on Sundays. However, until the vacancies at this grade (1 vacancy currently which will increase to 3 vacancies by mid 2011) are filled these possibilities cannot be explored and the Library remains closed on Sundays. The Library may have to 	<p>Q. 2 2011</p>	<p>Library can extend its opening hours to meet users' needs and in line with cultural tourism remit thereby increasing accessibility to Library resources and services.</p>

Terms of the Public Service Agreement 2010 – 2014 (refer to all relevant paragraphs)	Action	Timeframe	Benefits Arising 2010 - 2014
	<ul style="list-style-type: none"> negotiate an outsourcing option to fill vacancies at the Science & Arts Attendant Grade depending on the final outcome of ongoing discussions with DTCS about recruitment and/or re-deployment options. <p>The Library's National Photographic Archive in Temple Bar is open 7 days per week and bank holidays and this is delivered with outsourced security staff.</p>		
Reconfiguring the design and delivery of public services Cont.	<p>Pilot changes to Reading Room services in the Department of Manuscripts, including the introduction of advance ordering and preset delivery of material to readers (2-3 times per day) with a view to maintaining high levels of service delivery while making more efficient use of staff resources. A review of the success of this initiative in the Mss Reading Room will inform the roll-out of a similar initiative in the main Reading Room in 2011 (see point following also).</p> <p>Taking account of the implications of the moratorium on recruitment to the public service and the need to reconfigure public services, undertake a comprehensive review of the configuration and delivery of reading room services and related services, including with regard to planning of staff rosters, the appropriate utilisation of individual staff skills and the Librarian on Duty (LOD) service, in order to ensure that the Library maximises its limited staff resources to deliver efficient and effective public services.</p>	<p>Q. 4 2010</p> <p>Q.1 2011</p>	<p>More effective use of staff resources. Higher productivity. Quality and effectiveness of reader services.</p>

Terms of the Public Service Agreement 2010 – 2014 (refer to all relevant paragraphs)	Action	Timeframe	Benefits Arising 2010 - 2014
Reconfiguring the design and delivery of public services Cont	Opening of a new reading area with up to 11 places for online services and for disabled users.	Q. 4 2010	Improved accessibility and reduced demand on staff time.
Reconfiguring the design and delivery of public services Cont.	Make the parish registers available in the Family History Room.	Q. 4 2010	Improved service to Library users.
Reconfiguring the design and delivery of public services Cont.	7 staff being relocated from National Photographic Archive to address some deficit of resources in Kildare Street. This action has the impact of reducing services at the NPA (reading room services etc)	Q.4 2010	Higher productivity in concentrated location. Redeployment of NPA staff will result in immediate overhead savings of €3,500 approx.
Procurement and Risk. 1.10 4.14 4.15	Further develop audit and risk management procedures across all areas of NLI activity including by the assignment of a staff member to co-ordinate and monitor risk. Prepare a corporate procurement plan to ensure compliance with best practice and to maximise value for money and quality in purchasing goods and services.	Q.1 2011 Q.1 2011	Financial, operational and business risks managed effectively. Value for money and quality assured for purchase of goods and services.

<p>3. Delivering for the Citizen <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></p>			
<p>Terms of the Public Service Agreement 2010 – 2014 <i>(refer to all relevant paragraphs)</i></p>	<p>Action</p>	<p>Timeframe</p>	<p>Benefits Arising 2010 - 2014</p>
<p>Efficiency measures and technological developments 1.10 4.13 4.15 4.16</p>	<p>The Library is beginning the implementation of a Digital Library Infrastructure Programme (DLI) which will deliver significant service improvement through the implementation of specific software and hardware components, as well as a coherent systems design which will be flexible and responsive to change & innovation in the future.</p>	<p>3 pilot programmes commencing Q1 2011</p> <p>DLI implementation ongoing through 2011</p>	<p>A single business approach throughout the rollout of the DLI Programme will inform the development of enhanced processes/workflows across the NLI</p> <p>A significant reduction in duplication of effort and enhancement of Management Information.</p> <p>Reduction in number of discrete systems which have to be maintained.</p> <p>Expose collections and services to the wider online audience through technical solutions and direct collaboration and will facilitate the NLI to lead & participate in the broader national technical initiatives</p> <p>There will be an annual saving of €1,000 in software maintenance charges from 2011 as a result of move towards single discovery & phasing out of Content DM software in August 2010.</p>

Terms of the Public Service Agreement 2010 – 2014 <i>(refer to all relevant paragraphs)</i>	Action	Timeframe	Benefits Arising 2010 - 2014
Efficiency measures and technological developments Cont.	The Library will continue to review work practices and roles, in particular to streamline and clear its cataloguing back log and to facilitate further digitisation of collections, with a view to achieving greater productivity and value for money on making available more of its collections online.	Ongoing	Improved efficiencies, and enhanced availability of collections to the world wide user. Higher productivity.
Efficiency measures and technological developments Cont.	Subscribe to all online resources providing surrogates for Library materials, for example JSTOR and www.irishnewsarchive.com etc. Make these available to remote users registered with NLI.	Ongoing	Reduction in demand for retrieval to reading room. Staff redeployed to digital projects, visitor services.
Efficiency measures and technological developments Cont.	The Library will continue to analyse the use of its buildings to enhance increased visitor access, reader access, public service and operational efficiencies through better space and storage planning.	Ongoing	Operational efficiencies, improved public service, possibility of increased attractions for visitors. No monetary saving but Library in a position to offer more as a heritage institution.
Efficiency measures and technological developments Cont.	The Library has commenced a Catalogue Development Programme which will deliver comprehensive online access to library collections and creation of appropriate descriptive metadata for digital content	2010-2014	Higher productivity through reduced manual processes. This will also support the requirements of the NLI as a single business and reduce manual processing and provide enhanced management information.
Efficiency measures and technological developments Cont.	Implement a concentrated internal program which will maximise the value of all the tools we currently have (for example, Microsoft Office suite of products, networked environment, Sharepoint, online databases, online catalogues) to make all our processes more effective.	Q.1 2011	Higher productivity and better management information. More efficient use of tools.

Terms of the Public Service Agreement 2010 – 2014 (refer to all relevant paragraphs)	Action	Timeframe	Benefits Arising 2010 - 2014
Efficiency measures and technological developments Cont.	Wireless enabled as necessary throughout the Library, and wireless devices made available to necessary staff and to facilitate use of digital resources, including from cafe.	Q. 2 2011	No saving, better services.
Efficiency measures and technological developments Cont.	Increase usage of online payments (EFT) to Library suppliers	Ongoing	Less paper work and greater efficiency in payments procedures.
Efficiency measures and technological developments Cont.	Introduce online systems for requesting/approving leave and delegate time and attendance management to line managers.	Q.2 2011	Operational efficiencies. Less time spent on manually recording information.