

Department of Defence External Service Delivery Plan

Overall strategy

The main objective of this Plan is to optimise the services/maintaining the operability of the Defence Forces by examining the extent of delivering such services externally.

Proposed governance and resourcing

As can be seen from this Plan a wide variety of services required by the Department/Defence Forces are already delivered by external providers and external service delivery is widely available throughout the Defence Organisation. The fundamental issues for the Defence Organisation to consider is whether there is an increased risk of loss of operational capacity through External Service Delivery.

Prioritisation process

The Defence Organisation already has an established track record in externalising projects where required. Going forward it is envisaged that projects to be externalised will be considered on the basis of ensuring that the Defence Forces maintain the contingent military capabilities that are required in order to deliver on the roles that they have been assigned.

Human resources

The strategy for dealing with Human Resource issues, if any arise, will be dealt with on a case by case basis.

Functions currently delivered externally

No.	Action/Deliverable	Detailed Description (define scope, volumes, headcount)	Level at which contract administered (eg. Local, Regional, National)	Suitability for multi-department contracts	Annual value of contract(s) (€)	Senior Responsible Owner
Cross-Departmental Function 1 – Facilities Management						
1	Catering – DF (Defence Forces)	Front of House Services	National	Yes	€3.15m	Director of Ordnance
2	Catering – DoD	Canteen Facilities provided by external catering company	Local	-	Nil	HR Manager DoD
3	Cleaning - DF	Cleaning of Military Installations	National	Yes	€ 553,000	Director of Engineering
4	Cleaning – DoD	External company on a 3 year contract in DoD, Newbridge External company on contract in DoD, Renmore	Local	-	€117,103	HR Manager DoD
5	Security – DoD,	Contract in place outside office hours in DoD, Renmore	Local	-	€18,900	HR Manager DoD
6	Laundry Services	DF Laundry Services are outsourced.	National	Yes	€85,000	Director of Engineering
7	Pest Control	Pest Control, Defence Force Buildings	National	Yes	€25,000	Director of Engineering
8	Sanitary Services	Sanitary Services for Defence Force Buildings	National	Yes	€15,000	Director of Engineering
9	Waste Disposal -DF	Waste Disposal	National	Yes	€450,000	Director of Engineering
10	Waste Disposal – DoD	Waste Disposal	Local	Yes	€8,800	HR Manager DoD
11	Utilities - DF	Utilities are outsourced using the NPS framework contracts	National	Yes	Electricity €5m Natural Gas €1.4m LPG €730,000 Water €750,000 Heating Oil €2m Total €9.88m	Director of Engineering

No.	Action/Deliverable	Detailed Description (define scope, volumes, headcount)	Level at which contract administered (eg. Local, Regional, National)	Suitability for multi-department contracts	Annual value of contract(s) (€)	Senior Responsible Owner
Cross-Departmental Function 2 - Procurement/logistics						
1	Procurement of Military Engineering Equipment	Procurement of military engineering equipment is outsourced nationally by the Corps of Engineers at Engineer Branch level at accost of €1.0M for 2013. Procurement of stationery and general replacement of barracks services is outsourced nationally at accost of €0.95M for 2013.	National	No, due to specific requirements for military engineering equipment. Yes, for stationery and general replacement of barracks services.	Military Engineering Equipment €1m Stationary and general replacement of barracks services is outsourced nationally at accost of €0.95M	Director of Engineering
2	Provision of contract repairs to vehicles of Defence Forces Fleet.	Repair or maintenance works that are outside the scope and/or competence of DF's 3rd Line maintenance staff/infrastructure capacity.	National and Regional	Yes, but Defence Forces Fleet is more diverse than other vehicle operators in Public Service use, so only in limited situations.	€1.25m	Director of Transport
3	Vehicle Hire	Limited supply of bus transportation to PDF and Reserve (as required), and for provision of transport to Mil Rep EU, Brussels.	National and International	Yes	€100k	Director of Transport
4	Air Travel	Government Air Travel Contract	Local	N/A	€1m	Director of Logistics

No.	Action/Deliverable	Detailed Description (define scope, volumes, headcount)	Level at which contract administered (eg. Local, Regional, National)	Suitability for multi-department contracts	Annual value of contract(s) (€)	Senior Responsible Owner
5	Freight Movement	Freight Movement for overseas deployment support	Local	No	Demand Driven.	Director of Logistics
6	Courier Services	Provision of courier services for NS	Local	Yes	€5,000- €10,000	Naval Service Contracts Officer
7	Medical Services ¹	Chiropodist	National	Yes	€8,795	OC Central Medical Unit (CMU)
		Dentist	National	Yes	€934,239	OC CMU
		Eye Specialist	National	Yes	€60,137	OC CMU
		General Practitioner	National	Yes	€1,351,500	OC CMU
		Pathologist	National	Yes	€2,190	OC CMU
		Physiotherapists	National	Yes	€477,594	OC CMU
		Psychiatrist	National	Yes	€880	OC CMU
		Misc: Supplier, Sessional Payments, Agency Nurses and non-Medical Consultants	National	Yes	€770,209	OC CMU
		Chemist Prescriptions	National	Yes	€147,457	OC CMU
		Treatment of PDF Personnel in Civilian Hospitals and National Military Facilities	National	Yes	€665,247	OC CMU
Cross-Departmental Function 3 - Human Resource						
1	Recruitment Advertisement	Advertisement National Papers (Brindley), Irish Translation, Facebook advertisement, Online		Yes	As recruitment dictates.	OIC Recruitment and Competitions
Cross-Departmental Function 4 - Customer Relationship Management						
	N/A					
Cross-Departmental Function 5 - Finance/Business Processes						
	N/A					
Cross-Departmental Function 6 – Inspections and enforcement, licensing						

¹ The Defence Forces must retain an in-house capacity to provide general primary health care services to members of the Defence Forces particularly overseas. The appropriate balance between internal and external service delivery is currently the subject of a detailed review within the Department

No.	Action/Deliverable	Detailed Description (define scope, volumes, headcount)	Level at which contract administered (eg. Local, Regional, National)	Suitability for multi-department contracts	Annual value of contract(s) (€)	Senior Responsible Owner
1	Annual Marine Survey Inspections of NS Ships by a Maritime Classification Society.	Annual Inspections by a certified Marine Surveyor to ensure NS ships are SOLAS & STCW compliant.	Regional	Only applicable to NS	€25,000	Naval Service Contracts Officer
Cross-Departmental Function 7 – Information and Communication Technology						
1	System support (Part) - DoD	The Department's Oracle applications and databases are supported through a consultancy service. A review of this service will be undertaken in Q4 2013 in line with central Government initiatives and directives under the direction of DPER. The Departments payroll applications are supported by the system provider. Arrangements will be made under the Payroll Shared Services initiatives to close this contract.	National	Yes	€100k	Kevin Dowling Management Information Framework
2	Network Administration (Part)	In the delivery of Network Administration, the Department use external services to provide second level support together with drawdown support for new projects.	National	Yes	€50,000 Approx (Includes Drawdown)	Principal Officer, ICT Branch
3	Print Service Management - DF	Annual servicing and maintenance of photographic print machine (Mini Lab)	Locally	Possible dependant on commonality	€8,000	GOC Air Corps

No.	Action/Deliverable	Detailed Description (define scope, volumes, headcount)	Level at which contract administered (eg. Local, Regional, National)	Suitability for multi-department contracts	Annual value of contract(s) (€)	Senior Responsible Owner
				of machine		
4	Print Service Management - DF	Per click charge for maintenance and repair of print services.	National	No	€110,000	D J6
5	Hosting (Full) – DoD	The Department’s websites Defence.ie, CivilDefence.ie, EmergencyPlanning.ie and WinterReady.ie are hosted externally. They are managed by the LGMA in the Revenue Data Centre in Kilmainham.	National	Yes	€11,000	Michael Byrne
6	Web Hosting - DF	Hosting of military.ie, rdf.ie and military archives	National	Yes	€60,000	D J6
7	Web Site Design - DF	Design of military.ie, rdf.ie, and military archives, Contains proprietary/unique information	National	No	€10,000	D J6
8	Government Mobile Voice and Data Framework	Mobile phone framework, already a government shared service	National	Yes	€250,000	D J6
9	Cyber Security (Part)	With regard to Cyber Security the Department use an external ICT Security Advisor through Rits to provide support.	National	Yes	€30,000 Approx (Drawdown Contract)	Michael Byrne
10	Software Asset Management - DoD	The Department software applications and databases are supported through contracts with Oracle. The Department will continue to participate in cross departmental initiatives to gain some leverage on fees.	National	Yes – subject to central management and devolved contracts.	€1m	Kevin Dowling
11	Software Reseller - DF	Large account reseller for enterprise licensing.	National	Potentially yes, depending on scope of contract	€550,000	D J6
12	[Redacted]	[Redacted]	[Redacted]	[Redacted]	[Redacted]	[Redacted]

No.	Action/Deliverable	Detailed Description (define scope, volumes, headcount)	Level at which contract administered (eg. Local, Regional, National)	Suitability for multi-department contracts	Annual value of contract(s) (€)	Senior Responsible Owner
	[Redacted]	[Redacted]				
13	Online Recruitment - DF	Portal for testing potential recruits via online psychometric/aptitude/personality testing	National	Yes	€13,000	D J6
14	Gov Fixed Line Framework - DF	Fixed Line services, Already shared service	National	Yes	€750,000	D J6
15	Penetration Testing - DF	Conducting licensed penetration testing on Defence Force networks	National	Potentially yes, depending on scope of contract	€90,000	D J6
Departmental Specific Function 1 – Property Management Branch						
1	Property Valuation	Valuation of Properties prior to sale	National	Yes	€8,000	Principal, Property Management Branch
2	Maintenance of Curragh Plains	General Environmental Maintenance of Curragh Plains lands including grass cutting, furze cutting, rubbish removal, etc	National	Yes – possible depending on flexibility of contracts and scale, some unique elements and large amount of land to be maintained	€198,000	Principal, Property Management Branch
3	Maintenance Curragh Camp	General Environmental Maintenance of Curragh Plains lands including grass cutting, furze cutting, rubbish removal, etc	National	Yes	€37,000	Principal, Property Management Branch
4	Maintenance Various Barracks	Maintenance of green areas in McKee Barracks, St Bricins Hospital, Cathal	National	Yes	€16,000	Principal Property

No.	Action/Deliverable	Detailed Description (define scope, volumes, headcount)	Level at which contract administered (eg. Local, Regional, National)	Suitability for multi-department contracts	Annual value of contract(s) (€)	Senior Responsible Owner
		Brugha Barracks				Management Branch
5	Noxious weeds treatments	Glen of Imaal	National	Yes	€7,000	Principal Property Management Branch
6	Buildings Maintenance - DF	In the case of the DF maintenance of infrastructure is outsourced locally and nationally by the Corps of Engineer Units with the Formations.	Local	No	€ 7.46m	Director of Engineering
7	Maintenance – DF	Maintenance of Green Areas and Landscaping	Local	Yes	€25,000	Naval Service, Contracts Officer
8	Maintenance – DoD	Maintenance of Grounds/ Landscaping – Newbridge	Local	Yes	€4,000	HR Manager DoD
Departmental Specific Function 2 – Equipment Maintenance – Air Corps						
1	[Redacted]	[Redacted]	[Redacted]	[Redacted]	[Redacted]	[Redacted]
2	Maintenance Heli Lift system	Maintenance of EC135 Heli Lift equipment - Original Equipment Manufacturer	Local	Yes, Justice have similar contract for Garda EC135 Helicopters'	€1,500.00	General Officer Commanding Air Corps
3	Component Overhaul & Replacement	Component parts overhaul and replacement Agusta AW139 Fleet – Original Equipment Manufacturer	Local	No, a wholly Air Corps Specific requirement	€1,300,000 (Equipment & Maintenance)	General Officer Commanding Air Corps
4	Component Overhaul & Replacement	Component parts overhaul and replacement Pilatus PC9M Fleet - Original Equipment Manufacturer	Local	No, a wholly Air Corps Specific	€1,900,000 (Equipment & Maintenance)	General Officer Commanding Air Corps

No.	Action/Deliverable	Detailed Description (define scope, volumes, headcount)	Level at which contract administered (eg. Local, Regional, National)	Suitability for multi-department contracts	Annual value of contract(s) (€)	Senior Responsible Owner
				requirement		
5	Maintenance Fuel Farm	Maintenance of Aviation fuel storage and pumping facilities	Local	Unknown	€323,100.00	General Officer Commanding Air Corps
Departmental Specific Function 3 – Airfield Services						
1	Bird Hazard Control – Habitat Management	Habit management of airfield lands to reduce the risk of aircraft bird strike	Local	No	€101,150.00	General Officer Commanding Air Corps
2	Bird and Wildlife Management	Management of on site birds and wildlife to reduce risk of aircraft bird strike	Local	No	€136,000.00	General Officer Commanding Air Corps
3	Runway Sweeping	Weekly sweeping of runways, taxiways and ramp areas to reduce risk of damage from debris ingestion on aircraft	Local	Potential commonality with general road sweeping services however the task is significantly more specialised	€18,000.00	General Officer Commanding Air Corps
4	Provision of radar feed and maintenance	SLA with IAA to provide radar system, data and maintenance to military Air Traffic Control	Local	No	€126,000.00	General Officer Commanding Air Corps
Departmental Specific Function 4 – Marine Services						
1	Dry-docking of Naval Service ships	Dry-docking of up to four NS ships per annum, in compliance with planned maintenance routines	Local	No - Unique	€570,000 -€650,000 depending on type & number of vessels	Naval Service Contracts Officer
2	Tug / launch hire	Provision of tug & launch services to	Local	No – Unique	€200,000	Naval Service

No.	Action/Deliverable	Detailed Description (define scope, volumes, headcount)	Level at which contract administered (eg. Local, Regional, National)	Suitability for multi-department contracts	Annual value of contract(s) (€)	Senior Responsible Owner
		support the movement of Naval Service vessels in Cork Hbr area				Contracts Officer
3	Certification of Once Only Suits	Year Five (Half Life) Inspection & survey of Survival Suits in use in the Naval Service to ensure compliance with SOLAS standards	Local	No – unique to Naval Service	€30,000 per annum (for 2 years)	Naval Service Contracts Officer
4	Repair of Boarding Suits	Ongoing repairs of immersion suits used for boarding operations	Local	Yes	€15,000 - €20,000	Naval Service Contracts Officer
5	Annual servicing of breathing apparatus & bottles	Annual servicing & certification of breathing apparatus for fire fighting & diving to requisite EN & ISO standards	Local	Yes	€35,000	Naval Service Contracts Officer
6	Outfitting & repair of internal spaces onboard NS ships	Ongoing repair and maintenance of internal living spaces onboard NS ships to certified marine standards	Local	No – unique to NS	€50,000	Naval Service Contracts Officer
7	Repair & Maintenance of refrigeration systems	Repair & Maintenance of refrigeration systems onboard NS ships to certified marine standards	Local	No – unique to NS	€20,000	Naval Service Contracts Officer
8	Removal of naval specific waste	Removal of ship specific waste (oily rags, paint tins & ship specific waste)	Local	No – unique to NS	€25,000	Naval Service Contracts Officer
9	Removal of waste oil from ships	Removal of waste oil from main engines & generators	Local	No – unique to NS	€36,000 - €45,000	Naval Service Contracts Officer
10	Repair / replacement of hydraulic hoses / pipe work	Repair & Replacement of hydraulic hoses & pipe work on NS vessels	Local	No – unique to NS	€45,000	Naval Service Contracts Officer
11	Provision of scaffolding	Provision of scaffolding for ships' superstructures & cranes during refits	Local l	Yes	€25,000 - €30,000	Naval Service Contracts Officer
Departmental Specific Function 5 – Equine Services						
1	Various Veterinary and Equine Service contracts including Farrier Services, etc.	Various contracts in place to provide a the full range of veterinary care to all horses based in the Army Equitation School, Mc Kee Barracks and located at	Local	No - Unique	€146,000 approx per annum	

No.	Action/Deliverable	Detailed Description (define scope, volumes, headcount)	Level at which contract administered (eg. Local, Regional, National)	Suitability for multi-department contracts	Annual value of contract(s) (€)	Senior Responsible Owner
		the Curragh Camp.				
Departmental Specific Function 6 – Military Training						
1	Training (Courses-Visits and Competitions)	Training Sub-process is conducted for employees annually and subdivided into three (3) processes: Third Level Education Schemes; Education and Training equipment.	Local, Regional, National and International (no-contract involved due to the nature of individual events)	No	€940,000	Director, Training
2	Training and Education Schemes	Third level Officer Education Schemes; Adult Education Schemes; Courses Specific to DF Requirements; Technical and Specialist Education and Training; Foreign Language Training; Validation of DF Training	Regional, National	No	€750,000	Director, Training
3	Education and Training Equipment	Equipment that can NOT be sourced from within DF resources; Hire of Pools/Gym; Sports and Training Equipment; Training Equipment; Musical Instruments for DF Band	Local, Regional, National	Yes but with limited Departments	€311,000	Director, Training
4	Air Corps Training	Pilot annual emergency & recurrency training in aircraft simulators, applies to CN235, GIV, LJ45, EC135 & AW139 aircraft	Locally, a wholly Air Corps specific requirement	No, a wholly Air Corps specific requirement	€725,635.00	
Departmental Specific Function 7 – Procurement/Logistics						
1	Provision of Fuels, Oils & Lubricants to DF Fleet.	Issues of approx 2.3m ltrs annually, between diesel & petrol fuels.	National	Yes (already procured by virtue of an NPS contract for other Public Service vehicle operators).	€3.6m	Director of Transport

No.	Action/Deliverable	Detailed Description (define scope, volumes, headcount)	Level at which contract administered (eg. Local, Regional, National)	Suitability for multi-department contracts	Annual value of contract(s) (€)	Senior Responsible Owner
2.	Provision of Tools and Maintenance Equipment to DF Tpt Workshops & POL Facilities.	Workshops & fuel-dispensing equipment, and hand tools for twenty-five different DF-wide installations (for use in vehicle maintenance and refuelling functions). This would also include the disposal of hazardous waste & automotive glass.	National	No, unless another Public Sector agencies become directly involved in vehicle maintenance.	€310k	Director of Transport
3	D Transport Educational Courses	Technical courses run to train or up-skill DF Fitter personnel in key maintenance functions. Examples of such courses ² would be: -ADR (Accord Dangerous Routier) Training. -CPC (Certificate of Professional Competency) training. -DGSA (Dangerous Goods Safety Advisors) Course. -Carriage of Explosives Course	National	No. DF is probably only Public Service customer requiring such specific training.	€50k	Director of Transport
4.	Vehicle Hire	Limited supply of bus transportation to PDF and Reserve (as required) to cater for surge activities.	National	Yes	€100k	Director of Transport
Departmental Specific Function 8 – Infrastructure Engineering						
1	Construction & Development	The construction and development of infrastructure within the various DF locations covers capital, and sometimes non-capital, works and includes three different types of works with separate	<€10K – Local €10K - €200K – Formation/Regional >€200K – National (D Engr)	No	€5.24m	Principal Officer Property Management Branch/Director of Engineers

² Tpt Corps Heavy Vehicle Mechanic (HVM) training is funded from DF Trg Subhead (J7).

No.	Action/Deliverable	Detailed Description (define scope, volumes, headcount)	Level at which contract administered (eg. Local, Regional, National)	Suitability for multi-department contracts	Annual value of contract(s) (€)	Senior Responsible Owner
		<p>value bands (<€10K, €10K – €200K, and >€200K). Some of the work is delegated to the formations, some other work is delegated to the Director of Engineering and some is non-delegated, i.e. authorised by Dept. of Defence. Capital projects encompass all aspects from concept to delivery and include project appraisal, engagement of design teams as appropriate, preparation of tender documentation, tender processes, tender award, contract supervision and post-contract actions. All aspects of national and European regulations are observed including building regulations, fire regulations, health and safety regulations, procurement regulations, conservation and heritage regulations, etc., etc.</p>				
2	Maintenance	<p>Maintenance of infrastructure in DF locations involves the regular upkeep of facilities and services to ensure that DF is kept operational and fit for purpose. It involves all aspects from painting and decorating to major refurbishments and includes works undertaken at local, formation and national level (<€10K, €10K – €200K, and >€200K). Maintenance of infrastructure is undertaken by a number of different means, by local maintenance staff where</p>	<€10K – Local €10K - €200K – Formation/Regional >€200K – National (D Engr)	No	€7.46m	Director of Engineers

No.	Action/Deliverable	Detailed Description (define scope, volumes, headcount)	Level at which contract administered (eg. Local, Regional, National)	Suitability for multi-department contracts	Annual value of contract(s) (€)	Senior Responsible Owner
		possible and by contract where local staff are no longer available. Contracts are run at local, formation and national level, depending on value. Work encompasses all aspects of jobs from concept to delivery and includes programme planning, design, tendering processes, contract award and supervision and post-contract actions. All national and European standards and regulations are fully observed.				
3	[Redacted]	[Redacted]	[Redacted]	[Redacted]		[Redacted]
Departmental Specific Function 9 – Barracks Services and Utilities						
1	Barrack Services & Equipment	Provision and maintenance of Barrack Services & Equipment to DF locations involves both Barrack Services supplies and services to ensure that DF is kept	National & Regional	Yes		Director of Engineering

No.	Action/Deliverable	Detailed Description (define scope, volumes, headcount)	Level at which contract administered (eg. Local, Regional, National)	Suitability for multi-department contracts	Annual value of contract(s) (€)	Senior Responsible Owner
		operational, Barrack Services equipment includes a full range of items such as Furniture, Bedding, Utensils, Catering Equipment, Health & Safety items and Janitorial supplies. The Services provided encompass Cleaning, Pest Control, Laundry, Dry Cleaning, Sanitary Services, etc..				
2	Stationery & Office Equipment	Provision of Stationery Office Equipment and Office Supplies	National & Regional	Yes		Director of Engineering
3	Expeditionary	Barrack Service provision and maintenance applies equally to expeditionary DF deployments as well as at home. Dependant on the MOU agreement with Force HQ or designated lead nation Corps of Engineers can be responsible for providing barrack service support to overseas deployments, This includes camp equipment, furniture and maintenance, provision of services such as laundry and cleaning, etc. All works and services provision and contracts are organised and funded from office of D Engr.	National	No - Unique		Director of Engineering

Areas currently being tested for External Service Delivery or in the process of being moved to external delivery

No.	Action/Deliverable	Detailed Description (define scope, headcount, volumes, current data quality)	Key Steps for Implementation and Associated Timelines (Start/End Dates)	Suitability for Shared-Service	Suitability for multi-department contracts	Expected € Saving (inc. asmntns)	Senior Responsible Owner
Cross-Departmental Function 7 – Information and Communication Technology							
1	Print Service Management (Full) -DoD	The potential of pursuing an externally managed print service function in the Department’s head quarters in Newbridge has been identified for consideration as an option for external service delivery.	.	Yes	Yes		Principal, ICT Branch, DoD
Departmental Specific Function 1 – Medical Services							
1.	Laboratory testing	Blood and urine for basic clinical information such as level of haemoglobin, blood group, liver enzymes etc., with both military occupational and Sick Parade		Yes. Currently , the more complicated and sophisticated tests are already outsourced, but previous analysis suggested better value from current arrangements.			OC Central Medical Unit/ Principal Defence Forces Personnel Policy Branch
2.	Pharmacy Services	Provision of medications etc to members of Defence Forces		Yes. Some civilian pharmacies providing service for			OC Central Medical Unit/ Principal Defence

No.	Action/Deliverable	Detailed Description (define scope, headcount, volumes, current data quality)	Key Steps for Implementation and Associated Timelines (Start/End Dates)	Suitability for Shared-Service	Suitability for multi-department contracts	Expected € Saving (inc. asmpntns)	Senior Responsible Owner
				smaller DF installations, Larger barracks supplied by in house military pharmacy, supplied by bult purchase from central location.			Forces Personnel Policy Branch
Departmental Specific - 2 Procurement/Logistics – Fleet Management.							
1	Provision of all Major Bodywork Repair and Spray-Painting (3 rd Line repairs to Vehicles).	Outsource all non-externalised aspects of 3 rd Line soft-skinned repair to industrial provider (i.e. provision of all major body-work & vehicle spray-painting work <i>in toto</i>).	<ol style="list-style-type: none"> 1 Establish a constituted Board to examine issue. 2 Identify regional centres for the conduct of civilian repair operations (2-3 weeks after Board established). 3. Conduct market research regionally to establish most cost-competitive & competent service providers (i.e. capable of repairing the diversity of vehicle types in DF inventory (from light to heavy vehicle types, from soft-skinned to armour) (3-5 months). 	Yes	Yes	The only potential saving under this area would be the circa €800 incurred every 3yrs to certify DF spraying facility in VBW. However, current repair facilities (e.g. spray booth) would still	Director Transport Corps

No.	Action/Deliverable	Detailed Description (define scope, headcount, volumes, current data quality)	Key Steps for Implementation and Associated Timelines (Start/End Dates)	Suitability for Shared-Service	Suitability for multi-department contracts	Expected € Saving (inc. asmnts)	Senior Responsible Owner
			<p>4 Establish SLA/conduct tender process with suitable service provider(s) (3 weeks).</p> <p>5 Implement SLA/most successful tender.</p> <p>6 Review SLA/contract performance (after 12mths)</p>			<p>remain intact, and require continued infrastructural maintenance. Therefore, as this service is already conducted internally by uniformed personnel, there would be NO real savings accruing to exchequer (but rather an increase in incurred costs,)</p>	