

Summary Overview of DPER Programme for Government Actions

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Prioritise early review of the National Development Plan which will be completed in July 2025.	The review of the National Development Plan was completed and approved by Government on 22 July, 2025.
The review of the National Development Plan will encompass all public capital investment and will utilise State funds (including the Apple Escrow Fund, other share sales, broader State funds including the Infrastructure, Climate and Nature Fund) to support increased capital investment levels in housing including funding the LDA, and will improve our infrastructure, especially energy, water, transport and health digitalisation.	The National Development Plan utilised the Exchequer and State Funds to allocate additional resources, with a particular focus on Housing, Energy, Water, Transport and Health Digitalisation. This action was completed in July 2025.
Establish a new Unit for Future Planning to forecast demographic changes and ensure accurate estimates of the demand for essential services and employment.	The Medium-Term Expenditure Framework, published in September 2025, is a multi-year public expenditure planning exercise that supports assessment of the resource implications of future policy decisions up to 2030, which will enable better planning, effective prioritisation and increased transparency on the costs of delivering critical public services. The 2025 National Development Plan Review sets out departmental capital ceilings to 2030 and overall capital investment out to 2035. Together with the National Planning Framework, under the remit of the Department of Housing, Local Government and Heritage, these plans combine to form Project Ireland 2040, the overarching planning and investment framework for the social, economic and cultural development of Ireland. Other initiatives to support longer-term thinking include those by the Irish Government Economic and Evaluation Service with strategic policy discussion events on long term trends such as demographic change and a pilot programme of strategic foresight activities that was run in conjunction with the OECD to raise awareness of the uses of strategic foresight in policy development, connected to the Better Public Services transformation strategy.

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Work to lower the cost of services for users and for the State itself by ensuring there is a focus on reform at the heart of all Government decision making to deliver best use of resources and to deliver best outcomes for people and communities.	The Better Public Services Strategy 2030 provides the overarching approach to driving transformation across three pillars of public service reform; digital and innovation at scale; workforce and organisation of the future; and evidence informed policy and services for and with our public. At the core of the Better Public Services strategy is the Life Events approach that redesigns public services around key events in people’s lives that require them to interact with government services, such as starting a business, becoming a parent or retiring. A Life Events approach focuses on maximising value for services users and service providers by streamlining services, reducing duplication and inefficiencies, and enabling cross-government reforms, which will in turn deliver best use of resources and aim to deliver best outcomes for people and communities.
Transform our public services by expanding the services to meet the demands of a rapidly growing population and applying the latest technologies and maximising the potential benefits of AI to better plan for and deliver those services.	The Digital Public Services Plan published in November 2025 sets out the roadmap to full digitalisation of public services by 2030. The Guidelines for the Responsible Use of Artificial Intelligence in the Public Service were published in May 2025 and these guidelines provide a practical framework to assist public bodies in designing, developing and deploying AI in a manner that is ethical, transparent and aligned with public service values.
Empower people to access a host of public services easily, whether online or in person including through enhanced digital platforms. Ensure the integration of digital services across government departments as an alternative access channel for users, including through continued investment in the Digitalisation of Life Events and the Digital Wallet, and establish a single digital unit to enhance the delivery of public services online.	The Digital Public Services Plan 2030 that was published in November 2025 represents a commitment to reimagine public services as seamless, inclusive and human-centred, ensuring that every interaction with the State is simpler, faster and more intuitive. The Plan is centred on the human-centric, Life Events approach to service design which in turn relies on enablers such as digital tools like the Life Events Portal and Government Digital Wallet to be rolled out, which will facilitate services designed to be interoperable, secure and user-centred, with data shared responsibly across government bodies. Testing of the government digital wallet is currently ongoing to gather people’s views and preferences for this technology, in advance of a full public launch.
Provide citizens with the choice of better public services online, while increasing the efficiency of service delivery through digitalisation of public services, particularly in health.	The Digital Public Services Plan 2030 aims to ensure that 100% of key public services are available online by 2030. This target aligns with national priorities and EU digital decade objectives and reflects a growing public expectation for services that are responsive and accessible.

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	The digital transformation of the health service is proceeding at pace through implementation of Digital for Care 2030, including the launch of the HSE patient app, progress on the digitisation of health records and procurement of a national electronic prescribing solution. Together, these initiatives will enable significant reform of the health service, improve care for patients, and build a trusted digital and data ecosystem that supports AI deployment and innovation while safeguarding patient rights and health service integrity.
Support the work of the Office of the Government Chief Information Officer (OGCIO) in the digitalisation of public services.	The work of the OGCIO continues to be prioritised in the Department, with significant staffing and financial resources allocated to support its work on digitalisation. In 2026, €16.5 million will be allocated to the Digital Transformation Fund which is designed to increase the focus on delivery of citizen facing digital services under the Life Events programme. The Digital Public Services Plan 2030 has been prioritised in the Department and now provides a roadmap for delivering seamless, inclusive and user-centred public services through digital transformation.
Support the work of the Irish Government Economic and Evaluation Service (IGEES) to provide critical economic and value-for-money analysis.	IGEES functions as a cross-government network, with IGEES economists and analysts embedded in all Government Departments and several agencies. During 2025 and during 2026 year-to-date, IGEES policy analysis and expenditure evaluations have focused on a broad range of topics, including disability services, social housing, migration and labour market trends, statutory sick leave, wellbeing, agriculture, education, justice, social protection, transport, and youth participation. This analytical output plays a key role in supporting evidence-based policymaking across government. It also supported resource allocation through the estimates process and the National Development Plan Review, as well as key publications such as the Accelerating Infrastructure Report and the Medium Term and the Medium Term Expenditure Framework and the Government's medium-term fiscal and structural plan.
Review the public procurement process to make it more transparent and work to ensure greater participation from small and medium-sized enterprises (SMEs) in Ireland in the procurement process.	The Department is developing Ireland's first National Public Procurement Strategy. The Strategy will, amongst other objectives, review the public procurement process to make it more transparent and work to ensure greater participation from SMEs. It will also support the Government's aim of establishing public procurement as a strategic tool to be used by

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	the public service to promote organisational and national objectives, promote better efficiencies across the public service and achieve the best outcomes for the people of Ireland. An extensive consultation process has been undertaken to inform the new strategy, which included a public consultation, three regional roadshows, a dedicated supplier webinar, as well as direct engagement with public sector and SME stakeholders and central government. The Strategy is currently being finalised. It is expected that the Strategy will be brought to Government in the coming weeks.
Deliver necessary improvements in how government departments report capital spending on an annual basis to ensure greater transparency and oversight of expenditure on a regional basis. We will consider the need for statutory reporting obligations, as appropriate. Continue to support external oversight of the National Development Plan, including the Project Ireland 2040 Delivery Board and the Major Projects Assurance Group.	The Department is progressing further reforms in how public bodies report on spending, which will be captured in Appropriation Accounts as submitted to the C&AG on an annual basis. The Accelerating Infrastructure work will allow target further reforms in holding delivery agencies to account for delivery and spending. (Note: The Project Ireland 2040 Delivery Board was disbanded in May 2025 to make way for the new Accelerating Infrastructure Taskforce, chaired by the Minister).
Ensure the Office of Public Works (OPW) and its structures deliver best value for money outcomes on all projects.	The OPW has a robust corporate governance framework with clear management structures, defined responsibilities, and oversight by the Management Board and an external-chaired Audit & Risk Committee. The OPW embed value-for-money considerations in adherence to the Capital Works Management Framework and public procurement rules to ensure cost certainty, transparency, and compliance. Other steps include the introduction of new guidance for capital works projects under €500,000 to strengthen oversight of smaller projects, the implementation of updated financial authority limits and enhanced internal audit arrangements. These measures collectively ensure that value for money is prioritised at every stage of project planning, procurement, and delivery within the OPW.
Promote the 'Where Your Money Goes' website so that citizens are informed as how their money is being spent.	A public survey on WhereYourMoneyGoes.gov.ie was launched to coincide with Budget 2026 to gather feedback on the official government website that shows how public money is spent across Ireland's public services. The survey was promoted through a press release, social media, the Better Public Services newsletter and with a banner on the site itself. The

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	survey closed in November 2025 and there were over 100 respondents. The Department will reflect on this feedback as it seeks to further develop the resource. Where Your Money Goes was updated with 2026 expenditure breakdowns on Budget Day and the website was promoted across social media channels over the month around Budget – a historically busy time for the site. An ad and link to the site was also included in the Budget in Brief, a document which has over 50,000 views to date. The data was updated in January 2026 to reflect the REV published at the end of 2025. Continued promotion of the site will allow even greater transparency and improve understanding of how people’s taxes are being spent. Privacy has been strengthened through migration from Google Analytics to Matomo, and accessibility enhancements have been implemented to align the site with WCAG 2.1 standards. System performance and reliability have been improved through an upgrade of data visualisation tools and migration of infrastructure to AWS with CDN support. User experience and data integrity have also been enhanced, including functionality to manage departmental name changes, alongside the continuation of regular data updates. A user survey was conducted from October to December to inform future development. The National Disability Authority has recently completed a simplified accessibility review of the site, with a more in-depth assessment scheduled in the coming months.
Negotiate a new public sector pay deal, linked to a reform agenda, to succeed the existing deal which recognises the central contribution of workers in the delivery of better public services.	Preparations are underway in advance of the negotiation of a successor Pay Agreement.
Broaden the experience of those working in the public service by further improving structures for talent development.	The Department partnered with the Chartered Institute of Personnel Development (CIPD) to advance people practices and professionalise HR within the Civil Service. Since 2025, this collaboration has included a baseline assessment of HR capability and a policy audit to modernise HR policies with a new people policy website and AI Tool for HR policies to

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	launch over the coming months. A People Standards Framework was introduced to guide career development for HR professionals, alongside learning pathways and a dedicated Civil Service knowledge hub on the CIPD website. Accredited CIPD Level 5 and Level 7 programmes have been launched in partnership with the Institute of Public Administration (IPA). To support the development of skills to meet the needs of civil service departments and public service delivery, the IPA has completed a learning pathways project to prioritise key learning areas and development pathways for civil servants at all stages of their career. A new learner experience platform will be introduced in 2027 to support accessibility and digital learning interventions.
Continue to support the apprenticeship model within the civil service to support skill development and recruitment.	Since 2025, the Civil Service has made notable progress in embedding apprenticeships as a sustainable recruitment and skills development pathway. Strong central governance through the Public Service Apprenticeship Leadership and Working Groups has anchored apprenticeships within Civil Service workforce planning, supported by agreed sectoral targets and structured reporting. The Civil Service has expanded its apprenticeship footprint from a low base, introducing and scaling programmes in priority capability areas such as ICT, data analytics, digital marketing and accounting, with a new innovative apprenticeship in business and operations (aligned to Executive Officer roles) recently launched. These developments demonstrate a clear shift towards using apprenticeships to address identified skills gaps and to broaden entry routes into Civil Service careers. In recruitment and capability terms, DPER has developed targeted supports to improve employer readiness including dedicated guidance documents, employer engagement forums and networks and practical resources to help departments navigate recruitment, onboarding and workforce integration of apprentices. Pathfinder programmes, particularly in digital and professional roles have shown that apprenticeships can be an effective “earn and learn” model that strengthens talent pipelines, enhances retention and builds internal mentoring capability.

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Offer a paid internship programme targeted at underrepresented groups and individuals to provide them with valuable experience in government departments.	In 2025, the Civil Service ran several paid placement programs to support diversity and inclusion, most leading to permanent roles. The Willing Able Mentoring (WAM) offered 10-month placements to 23 disabled graduates, with 17 securing jobs. The Oireachtas Work Learning (OWL) provided opportunities to 8 intellectually disabled individuals, with 4 waiting permanent assignment. The Assisted Return to Career (ARC) helped 19 mid-career professionals return to work, with 15 gaining permanency. The Traveller & Roma Internship is expanding to include a route to permanency following a successful pilot. The most recent ARC programme placed a total of 20 candidates (9 in ICT roles, 3 in HR roles and 8 in Finance & Accounting roles) across a range of government departments. For the WAM placement programme 2026, 15 EO placement assignments have been made to date across a range of government departments, with an additional 2 candidates in clearance. All 20 participants of the 2025 cohort have been assigned to permanent EO roles in their host departments. Interviews will take place in June for the Route to Permanency for the OWL 2025 Placement programme participants. In the Traveller and Roma Programme 11 candidates were assigned to CO roles, with an additional 4 currently in Clearance. 5 candidates have been assigned to EO roles and there is 1 candidate In Clearance.
Undertake a programme of workforce planning to identify the optimal staffing model within the public sector to meet the needs of our changing demographics.	Following an increased focus on public service staffing provision in Budget 2026, further work will be progressed through 2026.
Review the Civil Service Blended Working Policy Framework and consider how the implementation of this approach best delivers public services and supports the productivity of the public sector.	The Blended Working Policy Framework sets out provisions for regular reviews, in consultation with stakeholders, to ensure policies adapt to evolving business and employee needs and align with broader strategies for new ways of working. Civil Service organisations are responsible for reviewing their Blended Working policies to ensure they continue to meet their specific business requirements.

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	The Blended Working Evaluation Model supports all Civil Service organisations in assessing the impact of blended working on the workforce, organisational performance, and public service delivery. Evidence-based outcomes from these evaluations will inform future policy direction, ensuring that blended working evolves to best serve organisations, employees and the public.
Implement the Civil Regulation and Public Service Management (Amendment) Bill.	The Department has engaged extensively with the Attorney General's Office to resolve outstanding policy matters. Drafting of the Bill is at an advanced stage and it remains a priority on the Legislation Programme for publication list.
Support the upskilling of public sector workers to ensure that they have the digital skills to enhance service delivery, particularly in areas such as data utilisation, AI integration, and user-friendly design	The Department has worked with the Institute of Public Administration (IPA) to build capacity and ensure consistent application of the standards outlined in the AI Guidelines, through development of a suite of training courses including Implementing the AI Guidelines, AI Essentials, Unlocking the Power of Microsoft Copilot for the Public Service, and an AI Masterclass for Senior Public Service Leaders. These courses are designed to meet the needs of both technical and non-technical staff and will support the upskilling of public sector workers. Through the implementation of the Action Plan for Designing Better Public Services, supports are being put in place to build the capacity of public service bodies in user-centred design. This includes capacity building through training support provided by the IPA and other providers. Through the implementation of the National Open Data Strategy 2023-2027, training supports are in place for public service bodies to meet their requirements with regard to open data.
Complete the review of the Freedom of Information Act and consider any proposed recommendations.	An update on the review was provided to Government in December 2022 and published. The final report on the review, with recommendations, is expected to be published in the first half of 2026. The high-level themes in the Review include both incremental reforms to

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	improve the operations of the system as it stands, and recommendations aimed at addressing more structural issues.
Implement an eInclusion Strategy to ensure no one is left behind by the move to a digital society.	eInclusion is embedded as a core pillar of the new National Digital and AI Strategy – Digital Ireland: Connecting our People, Securing our Future. Digital Ireland includes a renewed commitment to inclusion and accessibility underpins all pillars of this Strategy and we will foster the literacy and societal trust necessary for a confident digital future, as well as ensuring widespread access and connectivity, so that no one is left behind in this digital and AI revolution.
Review and reform the prioritisation process of capital projects in key agencies.	The initial identification of projects is complete. As part of the review of the NDP, Government Departments and Delivery Agencies were tasked with setting out 5-year sectoral plans for 2026 to 2030. All sectoral plans have been published including DCEE (including Energy), Water, Transport, Health and DFHERIS.
Create a dedicated Infrastructure Division in a re-named Department of Public Expenditure, Infrastructure, Public Service Reform and Digitalisation. The Division will be led by a Deputy Secretary General.	A new Infrastructure Division was established in the Department in April 2025. Following a Top Level Appointments Committee competition, a dedicated Deputy Secretary has now been appointed to lead the Division. The Division has delivered a number of key Government priorities, including the NDP Review, Barriers to Delivery Report and Accelerating Infrastructure Action Plan.
Task the new division to work with stakeholders to advise Government on strategic project selection and prioritisation, aligned with national priorities and making maximum use of resources.	The NDP Review included a clear prioritisation of electricity, water and transport infrastructure. Subsequently, the publication of the sectoral plans has further met the alignment of funding with prioritised key projects. The increase in major projects to Major Projects Advisory Group illustrates the strong progress being made.
Ensure the division develops a sustainable pipeline of projects, allowing for continued investment over the medium to long-term to deliver upon the ambition of the National Development Plan.	The publication of sectoral plans supports the development of pipelines of projects in all of the key sectors and support the construction sector in building up of capacity.
Broaden the remit of the National Development Finance Agency (NDFA) in the National Treasury Management Agency (NTMA) to provide expert advice for major infrastructure delivery as required by sponsoring departments or agencies.	Detailed engagement with the NDFA has already commenced as to the type of Exchequer funded projects they will assist with Departments and Agencies. The Ministerial Guidelines establishing NDFA support were published in February 2026 and they are beginning to support bodies in project delivery.

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Work directly with sponsoring agencies including Government departments, the Office of Public Works and state agencies to expedite delivery of project assessments, appraisals, business cases and other stages of the approvals process with a view to aiding quicker decision making.	This approach has been agreed by the Government decision on the Accelerating Infrastructure Action Plan and the amendments to appraisal requirements have taken place in Q1 including Infrastructure Guidelines amendments and the publication of the Critical Infrastructure Bill.
Review the Infrastructure Guidelines and create a Public Investment Act, requiring sponsoring agencies to meet timelines on development of project appraisals and other evaluations so as to reduce delays in decision making and embed value for money across all capital projects.	This work has been agreed by the Government decision on the Accelerating Infrastructure Action Plan and the amendments to the Infrastructure Guidelines have taken place in Q1. Further actions are being taken on a legislative basis (as set out in the Accelerating Infrastructure Action Plan) to speed up project delivery.
Ensure relevant expertise in project management, procurement, planning, engineering and other disciplines is available within the Division to aid timely delivery.	The Infrastructure Division brought in a team of redeployed experts with these skills who have been core members of the team that drafted the Accelerating Infrastructure Action Plan. In addition, the movement of the Construction Procurement team into the Division also enhanced the availability of these skill sets to the Division.
Work with stakeholders to develop mechanisms to reduce delays in obtaining sanction when directly employing relevant specialist expertise.	The Infrastructure Division has been working with stakeholders to ensure sufficient resourcing of projects, with the NDP review and sectoral plans providing certainty on funding allocations, and the Division supporting the reprioritisation of roles to key projects.
Meet with sponsoring agencies regularly to review progress of projects.	Ongoing, existing structures including the Construction Sector Group (CSG) and Housing for All (HfA) working groups are still working to boost the delivery of projects. Further structures under the governance of the Cabinet Committee on Infrastructure and NDP Delivery will likely be required to ensure timely reporting of progress on critical projects.
Revise public procurement guidelines for waste minimisation within 12 months to ensure the Government supports waste reduction and circular economy principles.	The Department is progressing this commitment in the context of publishing Circular 17/2025, which includes requirements in relation to the Green Public Procurement (GPP) Implementation Mandate. The Mandate instructs public bodies to avoid unnecessary purchases and rethink how demand can be met. Sustainability, which includes circularity, will constitute a core theme permeating the new National Public Procurement Strategy. Finally, the Department engaged with the Department of Climate, Energy and the Environment on the Whole of Government Circular Economy Strategy 2026-2028.

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Ensure the Office of Government Procurement (OGP) plays a leadership role in embedding green public procurement across the public sector, including through setting minimum mandatory green public procurement criteria in the public sector and ensuring compulsory reporting to monitor progress.	In July 2025, the Department issued Circular 17/2025: Updated GPP Instructions for Public Sector Bodies. This Circular replaced Circular 20/2019 and introduced mandatory requirements for all public sector bodies. It directs that, GPP criteria must, where possible, be included in all tenders above the national advertising thresholds. In terms of reporting, public sector bodies subject to the Public Sector Climate Action Mandate must report to the SEAI when GPP criteria are not included in tenders above the national thresholds. Government Departments report annually to the EPA on GPP implementation and provide explanations for any instances of non-compliance.
Update the Ethics in Public Office legislation.	Statutory instruments to comprehensively update the roles and bodies in the Civil and Public Service designated for the purposes of the Ethics Acts came into effect from 1 January, 2026. In addition, a draft General Scheme to reform the statutory framework for ethics is at an advanced stage of preparation.