

## **Appropriation Account 2024**

---

### **Vote 18**

### **National Shared Services Office**

---

## Introduction

As Accounting Officer for Vote 18, I am required each year to prepare the appropriation account for the Vote, and submit the account to the Comptroller and Auditor General for audit.

In accordance with this requirement, I have prepared the attached account of the amount expended in the year ended 31 December 2024 for the salaries and expenses of the National Shared Services Office.

The expenditure outturn is compared with the sums

- granted by Dáil Eireann under the Appropriation Act 2024, including the amount that could be used as appropriations-in-aid of expenditure for the year, and
- provided for capital supply services in 2024 out of unspent 2023 appropriations, under the deferred surrender arrangements established by section 91 of the Finance Act 2004.

A surplus of €7.898 million is liable for surrender to the Exchequer.

The statement of accounting policies and principles and notes 1 to 6 form part of the account.

## Statement of accounting policies and principles

The standard accounting policies and principles for the production of appropriation accounts, as set out by the Department of Public Expenditure, Infrastructure, Public Service Reform and Digitalisation in circular 20 of 2024 have been applied in the preparation of the account, including the application of a number of Central Government Accounting Standards (CGAS) brought into effect from 1 January 2024, except for the capital expenditure in respect of the development of Financial Management Shared Services (FMSS).

### ***Capital assets under development***

Capital expenditure in respect of the development of a Financial Management Shared Services (FMSS) system by the National Shared Service Office is included as part of note 2.2 Intangible assets. Staff, client service partner and overhead costs incurred as part of the development of the system are not capitalised.

### ***Basis of measurement***

Depreciation of property, plant and equipment and amortisation of intangible assets are calculated and charged in accordance with CGAS 17 and CGAS 31 respectively.

The useful lives and associated rates of depreciation/amortisation for major classes of capital assets are as follows.

<i>Asset class</i>	<i>Useful life</i>	<i>Rate of depreciation/ amortisation</i>
Software licences and externally acquired software	Licence term 5 years	20%
Acquired and developed software	10	10%
Office and IT equipment	5	20%

***Basis of charge for services***

The National Shared Services Office applies a service charge for human resource (HR) services and pensions administration. The service charge for 2024 has distributed a portion of operational costs on a pro-rata basis among each public sector body served, based on their employee headcount. The remainder is borne by the National Shared Services Office.

**Statement on internal financial control*****Responsibility for system of internal financial control***

As Accounting Officer, I acknowledge my responsibility for ensuring that an effective system of internal financial control is maintained and operated by the National Shared Services Office.

This responsibility is exercised in the context of the resources available to me and my other obligations as Accounting Officer. Also, any system of internal financial control can provide only reasonable and not absolute assurance that assets are safeguarded, transactions authorised and properly recorded, and that material errors or irregularities are either prevented or would be detected in a timely manner. Maintaining the system of internal financial controls is a continuous process and the system and its effectiveness are kept under ongoing review.

***Financial control environment***

A control environment comprising the following elements is in place.

- Financial responsibilities have been assigned at management level with corresponding accountability.
- Reporting arrangements have been established at all levels where responsibility for financial management has been assigned.
- Formal procedures have been established for reporting significant control failures and ensuring appropriate corrective action.
- There is an Audit and Risk Committee to advise me in discharging my responsibilities for the internal financial control system.
- Procedures for key business processes have been documented.
- There are systems in place to safeguard the assets.

***Administrative controls and management reporting***

A framework of administrative procedures and regular management reporting is in place, including segregation of duties and a system of delegation and accountability.

- There is an appropriate budgeting system with an annual budget which is kept under review by senior management
- There are regular reviews by senior management of periodic and annual financial reports which indicate financial performance against forecasts
- A risk management system operates within the Office
- There are systems aimed at ensuring the security of the ICT systems
- There are appropriate capital investment control guidelines and formal project management disciplines.

***Internal audit and Audit and Risk Committee***

The National Shared Services Office has an internal audit function with appropriately trained personnel, which operates in accordance with a written charter which I have approved. Its work is informed by analysis of the financial risks to which the National Shared Services Office is exposed and its annual internal audit plans, jointly approved by me and the Audit and Risk Committee, are based on this analysis. These plans aim to cover the key controls on a rolling basis over a reasonable period. The internal audit function is reviewed periodically by me and by the Audit and Risk Committee. I have put procedures in place to ensure that the reports of the internal audit function are followed up.

***Procurement***

The Office ensures that there is an appropriate focus on good procurement practice in the award of all contracts and that procedures are in place to ensure compliance with all relevant guidelines. Expenditure on goods, and on professional and other contracted services, amounted to a total of €29.637 million in 2024.

The Office has provided details of one non-competitive contract in excess of €25,000 in the annual return in respect of circular 40/2002 to the Department of Public Expenditure, Infrastructure, Public Service Reform and Digitalisation.

***Non-compliance with procurement rules***

The Office complied with the guidelines with the exception of one contract in excess of €25,000 (exclusive of VAT) totalling €62,740 (exclusive of VAT). The contract was awarded for IT licences that relied on a non-compliant procurement process. This contract will continue until its expiration in 2025. The procurement has been reviewed by the Office, and steps are being taken to bring it into compliance with the relevant procurement rules as quickly as possible.

***Risk and control framework***

The National Shared Services Office has implemented a risk management system which identifies and reports key risks and the management actions being taken to address and, to the extent possible, to mitigate those risks.

A risk register is in place which identifies the key risks facing the National Shared Services Office and these have been identified, evaluated and graded according to their significance. The register is reviewed and updated by Senior Management on a quarterly basis. The outcome of these assessments is used to plan and allocate resources to ensure risks are managed to an acceptable level.

The risk register details the controls and actions needed to mitigate risks and responsibility for operation of controls assigned to specific staff.

### ***Ongoing monitoring and review***

Formal procedures have been established for monitoring control processes and control deficiencies. These are communicated to those responsible for taking corrective action and management, and the Management Board, where relevant, in a timely way. I confirm that key risks and related controls have been identified and processes have been put in place to monitor the operation of those key controls and report any identified deficiencies.

### ***Review of effectiveness***

The National Shared Services Office has procedures to monitor the effectiveness of its risk management and control procedures. The Offices' monitoring and review of the effectiveness of the system of internal financial control is informed by the work of the internal and external auditors and the senior management within the Office responsible for the development and maintenance of the internal financial control framework.

### ***Assurance reports on controls at a service organisation***

I have put in place an audit process to provide independent assurance on the operation of controls surrounding the delivery of services by the National Shared Services Office. The audits are conducted by independent auditors in accordance with the International Standards on Assurance Engagements (ISAE 3402) *Assurance Reports on Controls at a Service Organisation*. A separate assurance process is in place for An Garda Síochána and Prison Service payrolls.

HR Services, Payroll Services and Finance Shared Services achieved ISAE Type II certification in 2025 based on testing performed in 2024. This provides me with the assurance that, in all material respects, the control objectives were achieved and operated effectively throughout the period under review.

### ***Overpayments***

Overpayments to client staff in 2024, in respect of which the root cause was attributable to the National Shared Services Office, were made in 1,412 cases (2023: 960 cases) with an estimated value of €2.041 million (2023: €1.51 million). This amounts to 27% of the financial value of all overpayments in 2024 (2023: 23%) and 22% of the volume of all overpayment cases in 2024 (2023: 19%).

The increase was primarily caused by increased caseloads, driven by increased activity within clients. This has in turn increased the time taken to process overpayments.

The National Shared Services Office continues to address the overpayments attributable to the National Shared Services Office through process improvement and automation and improved end to end reporting and monitoring.

***Internal control issues***

In 2025, weakness in controls operated by the NSSO were identified in respect of three non- standard categories of pay and pension cases. The weakness related to

- chargeable excess tax (CET) and withholding tax (WHT) liabilities on high value pensions not being applied or not being discharged appropriately
- assignment to incorrect ministerial pension schemes, resulting in under/over deduction of pension contributions and additional superannuation contributions (ASC), and mistreatment of salary gifting for taxation purposes
- miscalculation of retirement benefits paid to some former civil servants who had availed of work-sharing for periods during their service.

On foot of these weakness, I requested a full internal review and corrective action has been taken in 2025 to address all weaknesses identified within processes and systems, and new controls have been introduced where required. An external audit has been commissioned to review processes and systems and is expected to be concluded in 2026.

In July 2025, the Office of the Revenue Commissioners commenced an audit of all CET and WHT for the period 2015 to date. The audit is ongoing and the potential findings are yet to be finalised.

No other weaknesses in internal financial control were identified in relation to 2024 that require disclosure in the appropriation account.

**Bernie Kelly**

Accounting Officer

National Shared Services Office

18 September 2025

## **Comptroller and Auditor General**

### **Report for presentation to Dáil Éireann**

#### **Vote 18 National Shared Services Office**

##### **Opinion on the appropriation account**

I have audited the appropriation account for Vote 18 National Shared Services Office for the year ended 31 December 2024 under section 3 of the Comptroller and Auditor General (Amendment) Act 1993.

In my opinion, the appropriation account

- properly presents the receipts and expenditure of Vote 18 National Shared Services Office for the year ended 31 December 2024, and
- has been prepared in the form prescribed by the Minister for Public Expenditure, Infrastructure, Public Service Reform and Digitalisation.

##### ***Basis of opinion***

I conducted my audit of the appropriation account in accordance with the International Standards on Auditing (ISAs) as promulgated by the International Organisation of Supreme Audit Institutions. My responsibilities under those standards are described in the appendix to this report. I am independent of the National Shared Services Office and have fulfilled my other ethical responsibilities in accordance with the standards.

I believe that the audit evidence I have obtained is sufficient and appropriate to provide a basis for my opinion.

#### **Report on the statement on internal financial control, and on other matters**

The Accounting Officer has presented a statement on internal financial control together with the appropriation account. My responsibilities to report in relation to the information in the statement, and on certain other matters upon which I report by exception, are described in the appendix to this report.

##### ***Lapses in controls over pension payments***

The Accounting Officer discloses in the statement on internal control that a number of lapses in the administration of pension payments and pension contribution deductions occurred in 2024 and earlier periods. This included underpayment of certain tax liabilities. Chapter 7 of my *Report on the Accounts of the Public Services* for 2024 examines these matters.

**Seamus McCarthy**  
Comptroller and Auditor General

19 September 2025

## Appendix to the report of the Comptroller and Auditor General

### Responsibilities of the Accounting Officer

The Accounting Officer is responsible for

- the preparation of the appropriation account in accordance with section 22 of the Exchequer and Audit Departments Act 1866
- ensuring the appropriation account complies with the requirements of the Department of Public Expenditure, Infrastructure, Public Service Reform and Digitalisation's *Public Financial Procedures*, and with other directions of the Minister for Public Expenditure, Infrastructure, Public Service Reform and Digitalisation
- ensuring the regularity of transactions, and
- implementing such internal control as the Accounting Officer determines is necessary to enable the preparation of the appropriation account free from material misstatement, whether due to fraud or error.

### Responsibilities of the Comptroller and Auditor General

I am required under section 3 of the Comptroller and Auditor General (Amendment) Act 1993 to audit the appropriation account and to report thereon to Dáil Éireann stating whether, in my opinion, the account properly presents the receipts and expenditure related to the vote.

My objective in carrying out the audit is to obtain reasonable assurance about whether the appropriation account is free from material misstatement due to fraud or error. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with the ISAs will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of the appropriation account.

As part of an audit in accordance with the ISAs, I exercise professional judgment and maintain professional scepticism throughout the audit. In doing so,

- I identify and assess the risks of material misstatement of the appropriation account whether due to fraud or error; design and perform audit procedures responsive to those risks; and obtain audit evidence that is sufficient and appropriate to provide a basis for my opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- I obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the internal controls.
- I assess whether the accounting provisions of the Department of Public Expenditure, Infrastructure, Public Service Reform and Digitalisation's *Public Financial Procedures* have been complied with.

I communicate with the Accounting Officer regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that I identify during my audit.

I report by exception if, in my opinion,

- I have not received all the information and explanations I required for my audit, or
- the accounting records were not sufficient to permit the appropriation account to be readily and properly audited, or
- the appropriation account is not in agreement with the accounting records.



**Appendix to the report of the Comptroller and Auditor General (continued)****Reporting on the statement on internal financial control**

My opinion on the appropriation account does not cover the Accounting Officer's statement on internal financial control, and I do not express any form of assurance conclusion thereon.

In connection with my audit of the appropriation account, I am required under the ISAs to read the statement on internal financial control and, in doing so, consider whether the information contained therein is materially inconsistent with the appropriation account or with knowledge obtained during the audit, or if it otherwise appears to be materially misstated. If, based on the work I have performed, I conclude that there is a material misstatement, I am required to report that fact.

**Reporting on other matters**

I seek to obtain evidence about the regularity of financial transactions in the course of audit. I am required to report under section 3 of the Comptroller and Auditor General (Amendment) Act 1993 if I identify any material instance where public money has not been applied for the purposes intended or where transactions did not conform to the authorities governing them.

I am also required under the 1993 Act to prepare, in each year, a report on such matters arising from my audits of the appropriation accounts as I consider appropriate. In such cases, the audit reports on the relevant appropriation accounts refer to the relevant chapter(s) in my annual *Report on the Accounts of the Public Services*.

## Vote 18 National Shared Services Office

### Appropriation Account 2024

		2024		2023
		Estimate provision		Outturn
		€000	€000	€000
		Outturn		Outturn
		€000	€000	€000
<b>Programme expenditure</b>				
A	NSSO function			
	<i>Original</i>	41,717		
	<i>Deferred surrender</i>	1,200		
	<i>Supplementary</i>	261		
			43,178	36,120
				38,246
B	HR shared services			
	<i>Original</i>	12,056		
	<i>Supplementary</i>	(100)		
			11,956	11,773
				10,337
C	Payroll shared services			
	<i>Original</i>	14,297		
	<i>Supplementary</i>	1,050		
			15,347	14,875
				14,254
D	Finance shared services			
	<i>Original</i>	11,527		
	<i>Supplementary</i>	(1,210)		
			10,317	9,452
				11,380
<b>Gross expenditure</b>				
	<i>Original</i>	79,597		
	<i>Deferred surrender</i>	1,200		
	<i>Supplementary</i>	1		
			80,798	72,220
				74,217
<i>Deduct</i>				
E	<b>Appropriations-in-aid</b>		7,031	7,351
				6,938
<b>Net expenditure</b>				
	<i>Original</i>	72,566		
	<i>Deferred surrender</i>	1,200		
	<i>Supplementary</i>	1		
			73,767	64,869
				67,279

**Surplus**

The surplus of the amount provided over the net amount applied is liable for surrender to the Exchequer. Under section 91 of the Finance Act 2004, all or part of any unspent appropriations for capital supply services may be carried over for spending in the following year (note 6.1).

	2024	2023
	€	€
Surplus	8,898,285	6,109,695
Deferred surrender	(1,000,000)	(1,200,000)
<b>Surplus to be surrendered</b>	<b><u>7,898,285</u></b>	<b><u>4,909,695</u></b>

**Bernie Kelly**  
Accounting Officer  
National Shared Services Office

11 March 2025

## Notes to the Appropriation Account

### Note 1 Operating Cost Statement 2024

	2024	2023
	€000	€000
Programme cost	6,379	4,260
Pay	40,766	38,154
Non pay	25,075	31,803
<b>Gross expenditure</b>	<b>72,220</b>	<b>74,217</b>
<i>Deduct</i>		
<b>Appropriations-in-aid</b>	<b>7,351</b>	<b>6,938</b>
<b>Net expenditure</b>	<b>64,869</b>	<b>67,279</b>
<b>Changes in capital assets</b>		
<b><i>Property, plant and equipment (note 2.1)</i></b>		
Purchases	(1,661)	
Depreciation	422	
<b><i>Intangible assets (note 2.2)</i></b>		
Purchases	(492)	
Amortisation	3,468	
	1,737	(2,688)
<b>Changes in net current assets</b>		
Increase in prepayments	(128)	
Increase in accrued expenses	1,731	
Increase in amounts owed from public bodies	(97)	
	1,506	714
<b>Direct expenditure</b>	<b>68,112</b>	<b>65,305</b>
<b>Expenditure borne elsewhere</b>		
Net allied services expenditure (note 1.1)	(16,029)	(20,172)
Notional rents	1,758	1,758
<b>Net programme cost</b>	<b>53,841</b>	<b>46,891</b>

**Note 1.1 Net allied services expenditure**

The net allied services expenditure amount is made up of the following amounts in relation to Vote 18 borne elsewhere, net of expenditure borne by Vote 18 in relation to other votes.

		<b>2024</b>	<b>2023</b>
		<b>€000</b>	<b>€000</b>
Vote 9	Office of the Revenue Commissioners	82	81
Vote 12	Superannuation and Retired Allowances	2,547	518
Vote 13	Office of Public Works	1,508	1,830
Vote 43	Office of the Government Chief Information Officer	1,158	1,053
Apportioned cost of shared services for other Votes		(21,324)	(23,654)
		<b>(16,029)</b>	<b>(20,172)</b>

## Note 2 Statement of Financial Position as at 31 December 2024

	Note	2024 €000	2023 €000
<b>Fixed assets</b>			
Property, plant and equipment	2.1	6,262	5,023
Intangible assets	2.2	24,143	27,119
		<b>30,405</b>	<b>32,142</b>
<b>Current assets</b>			
Bank and cash	2.3	—	5,799
Prepayments	2.4	5,306	5,178
Client funding due	2.8	2,688	—
Other debit balances	2.5	1,278	639
Amounts owed from public bodies		97	—
		<b>9,369</b>	<b>11,616</b>
<i>Less</i>			
<b>Current liabilities</b>			
Bank and cash	2.3	1,253	—
Accrued expenses	2.6	2,904	1,173
Other credit balances	2.7	1,958	1,829
Client funding/advance balances	2.8	—	3,751
Net Exchequer funding	2.9	755	858
		<b>6,870</b>	<b>7,611</b>
<b>Net current assets</b>		<b>2,499</b>	<b>4,005</b>
<b>Net assets</b>		<b>32,904</b>	<b>36,147</b>
<b>Represented by:</b>			
<b>State funding account</b>	2.10	<b>32,904</b>	<b>36,147</b>

**2.1 Property, plant and equipment**

	Office and IT equipment €000	Furniture and fittings €000	Assets under development €000	Total €000
<b>Cost or valuation</b>				
At 1 January 2024	6,528	31	3,471	10,030
Additions	111	—	1,550	1,661
At 31 December 2024	6,639	31	5,021	11,691
<b>Accumulated depreciation</b>				
At 1 January 2024	4,976	31	—	5,007
Depreciation for the year	422	—	—	422
At 31 December 2024	5,398	31	—	5,429
<b>Net assets</b>				
<b>At 31 December 2024</b>	<b>1,241</b>	<b>—</b>	<b>5,021</b>	<b>6,262</b>
At 31 December 2023	1,552	—	3,471	5,023

**2.2 Intangible assets**

	Acquired and developed software €000	Assets under development €000	Total €000
<b>Cost or valuation</b>			
At 1 January 2024	55,435	1,693	57,128
Additions	—	492	492
At 31 December 2024	55,435	2,185	57,620
<b>Accumulated amortisation</b>			
At 1 January 2024	30,009	—	30,009
Amortisation for the year	3,468	—	3,468
At 31 December 2024	33,477	—	33,477
<b>Net assets</b>			
<b>At 31 December 2024</b>	<b>21,958</b>	<b>2,185</b>	<b>24,143</b>
At 31 December 2023	25,426	1,693	27,119

### 2.3 Bank and cash

at 31 December	2024	2023
	€000	€000
PMG balances and cash	1,153	2,048
Client funded bank balances	(2,406)	3,751
	<b>(1,253)</b>	<b>5,799</b>

### 2.4 Prepayments

at 31 December	2024	2023
	€000	€000
IT services and support	4,010	4,197
Finance shared services IT services and support	944	854
Other prepayments	352	127
	<b>5,306</b>	<b>5,178</b>

### 2.5 Other debit balances

at 31 December	2024	2023
	€000	€000
Recoupable HRMS	636	574
Payroll control account	570	—
Travel pass scheme expenditure	54	55
Other debit suspense items	14	9
Office of Public Works	4	1
	<b>1,278</b>	<b>639</b>

### 2.6 Accrued expenses

at 31 December	2024	2023
	€000	€000
Payroll related accruals	1,803	—
Finance shared services IT services and support	486	493
Other IT services and support	195	213
Other accruals	128	263
FMSS project	119	68
Bank charges	94	77
Facilities	79	59
	<b>2,904</b>	<b>1,173</b>



**2.7 Other credit balances**

at 31 December	<b>2024</b>	<b>2023</b>
	<b>€000</b>	<b>€000</b>
<b>Amounts due to the State</b>		
Professional services withholding tax	648	535
Income tax	399	403
Pay related social insurance	427	410
Pension contributions	120	130
Value added tax	127	117
Universal social charge	89	86
Local property tax	3	3
	<u>1,813</u>	<u>1,684</u>
<b>Suspense</b>		
Payroll deductions held in suspense	145	145
	<u><b>1,958</b></u>	<u><b>1,829</b></u>

**2.8 Client funding due/advance balances**

The National Shared Services Office provides a payroll shared service function to a number of Government departments, offices and agencies.

The amount of €2.688 million owed by clients as at 31 December 2024 (2023: €3.751 million held on behalf of clients), consists of €2.847 million (2023: €3.553 million held on behalf of clients) owed by clients to cover funding for salaries over the new year period, and €158,930 (2023: €198,000) representing amounts due to individuals and third party organisations.

The National Shared Services Office processed total gross salary and travel and subsistence payments of €7.3 billion in 2024 (2023: €6.7 billion).

## 2.9 Net Exchequer funding

at 31 December	2024	2023
	€000	€000
Surplus to be surrendered	7,898	4,910
Deferred surrender	1,000	1,200
Exchequer grant undrawn	(8,143)	(5,252)
<b>Net Exchequer funding</b>	<b>755</b>	<b>858</b>

### Represented by:

#### Debtors

Bank and cash	—	5,799
Client funding/advance balances	2,688	—
Debit balances: suspense	1,278	639
	<u>3,966</u>	<u>6,438</u>

#### Creditors

Due to the State	(1,813)	(1,684)
Bank and cash	(1,253)	—
Client funding/advance balances	—	(3,751)
Credit balances: suspense	(145)	(145)
	<u>(3,211)</u>	<u>(5,580)</u>
	<u><b>755</b></u>	<u><b>858</b></u>

## 2.10 State funding account

	Note	2024	2023
		€000	€000
Balance at 1 January		36,147	34,173
Disbursements from the Vote			
Estimate provision	Account	73,767	
Deferred surrender	Account	(1,000)	
Surplus to be surrendered	Account	<u>(7,898)</u>	
Net vote		64,869	67,279
Expenditure borne elsewhere	1.1	(16,029)	(20,172)
Non-cash items			
Notional rent	1	1,758	1,758
Net programme cost	1	<u>(53,841)</u>	<u>(46,891)</u>
<b>Balance at 31 December</b>		<b>32,904</b>	<b>36,147</b>

## 2.11 Commitments

	2024	2023 <sup>a</sup>
<b>a) Global commitments</b>	<b>€000</b>	<b>€000</b>
at 31 December		
Procurement of goods and services	—	—
Capital projects and programmes	861	—
<b>Total of legally enforceable commitments</b>	<b>861</b>	<b>—</b>

Note <sup>a</sup> Comparatives have been restated as a result of the adoption of accounting standards as set out by the Department of Public Expenditure, National Development Plan Delivery and Reform in circular 20 of 2024.

### b) Major capital projects where the project value exceeds €20 million

Programme/ project	Expenditure			Expected lifetime cost	
	To 31 Dec 2023	In 2024	Committed	2024	2023
	€000	€000	€000	€000	€000
Financial Management Shared Services	35,811	492	861	37,164	35,811
	<b>35,811</b>	<b>492</b>	<b>861</b>	<b>37,164</b>	<b>35,811</b>

### Significant variations

An explanation is provided below in relation to any major capital project where the expected lifetime project cost changed in 2024 by more than €1,000,000 compared to 2023.

#### Financial Management Shared Services

*Increase in expected total spend: €1.353 million*

The increase in total expected spend over the lifetime of the project is because a new contract for the system implementer is currently being procured. An interim contract of €1.353 million has been signed in 2024 pending finalisation of the contract in 2025. It is expected that the overall spend will be in excess of €44 million.

## 2.12 Matured liabilities

at 31 December	2024	2023
	<b>€000</b>	<b>€000</b>
Estimate of matured liabilities not discharged at year end	<b>127</b>	<b>69</b>

### 2.13 Impact of accounting policy changes in 2024

Nine new central government accounting standards (CGAS) were implemented with effect from 1 January 2024. The implementation had the following impact on the State funding balance.

<b>As at 31 December</b>	<b>2024</b>
	<b>€000</b>
Payroll accrual <sup>a</sup>	(1,003)
Holiday accrual <sup>a</sup>	(800)
	<b><u>(1,803)</u></b>

Note      <sup>a</sup>      CGAS 39A Employee Benefits Part A

### Note 3 Vote Expenditure

#### Analysis of administration expenditure

Administration expenditure set out below has been apportioned across the programmes, to present complete programme costings.

		<b>2024</b>		<b>2023</b>
		<b>Estimate provision</b>	<b>Outturn</b>	<b>Outturn</b>
		<b>€000</b>	<b>€000</b>	<b>€000</b>
i	Salaries, wages and allowances			
	<i>Original</i>	43,032		
	<i>Supplementary</i>	(1,295)		
			41,737	38,154
ii	Travel and subsistence		205	130
iii	Training and development		535	555
iv	Operating expenses			
	<i>Original</i>	4,047		
	<i>Supplementary</i>	400		
			4,447	440
v	Digital capital investment and IT expenses			
	<i>Original</i>	18,678		
	<i>Supplementary</i>	5,896		
			24,574	29,074
vi	Premises expenses		837	920
vii	Policy reviews, consultancy services and research		1	684
		<b>72,336</b>	<b>65,841</b>	<b>69,957</b>

The non-pay administration subheads were reduced from seven to six in 2024 as part of the process to modernise the administrative subheads across voted accounts. The 2023 comparative figures have been re-analysed to reflect the new structure.

### Programme A National Shared Services Office Function

		2024		2023
		Estimate provision	Outturn	Outturn
		€000	€000	€000
A.1	Administration – pay			
	<i>Original</i>	13,307		
	<i>Supplementary</i>	(485)		
			12,822	10,955
A.2	Administration – non pay			
	<i>Original</i>	16,148		
	<i>Supplementary</i>	5,746		
			21,894	23,031
A.3	Financial Management Shared Services project			
	<i>Original</i>	12,262		
	<i>Deferred surrender</i>	1,200		
	<i>Supplementary</i>	(5,000)		
			8,462	4,260
		<b>43,178</b>	<b>36,120</b>	<b>38,246</b>

#### Significant variations

The following outlines the reasons for significant variations in non-administration programme expenditures (+/- 5% and €100,000).

#### A.3 Financial Management Shared Services Project

*Estimate provision €13.462 million; outturn €6.379 million*

The saving of €7.083 million relates to the extension of project delivery timelines from mid-2023. This resulted in an under spend on programme.

**Programme B HR shared services**

		<b>2024</b>		<b>2023</b>
		<b>Estimate provision</b>		<b>Outturn</b>
		<b>€000</b>	<b>€000</b>	<b>€000</b>
B.1	Administration – pay			
	<i>Original</i>	11,881		
	<i>Supplementary</i>	<u>(150)</u>		
			11,731	11,584
B.2	Administration – non pay			
	<i>Original</i>	175		
	<i>Supplementary</i>	<u>50</u>		
			225	189
			<u>11,956</u>	<u>11,773</u>
				<u>10,337</u>

**Programme C Payroll shared services**

		<b>2024</b>		<b>2023</b>
		<b>Estimate provision</b>		<b>Outturn</b>
		<b>€000</b>	<b>€000</b>	<b>€000</b>
C.1	Administration – pay			
	<i>Original</i>	13,297		
	<i>Supplementary</i>	<u>700</u>		
			13,997	13,825
C.2	Administration – non pay			
	<i>Original</i>	1,000		
	<i>Supplementary</i>	<u>350</u>		
			1,350	1,050
			<u>15,347</u>	<u>14,875</u>
				<u>14,254</u>

**Programme D Finance shared services**

		<b>2024</b>		<b>2023</b>
		<b>Estimate provision</b>	<b>Outturn</b>	<b>Outturn</b>
		<b>€000</b>	<b>€000</b>	<b>€000</b>
D.1	Administration – pay			
	<i>Original</i>	4,547		
	<i>Supplementary</i>	<u>(1,360)</u>		
			3,187	2,980
D.2	Administration – non pay			3,750
	<i>Original</i>	6,980		
	<i>Supplementary</i>	<u>150</u>		
			7,130	6,472
			<u>10,317</u>	<u>9,452</u>
				<u>11,380</u>



## Note 4 Receipts

### 4.1 Appropriations-in-aid

		<b>2024</b>		<b>2023</b>
		<b>Estimate provision</b>	<b>Realised</b>	<b>Realised</b>
		<b>€000</b>	<b>€000</b>	<b>€000</b>
1	HR services levy	6,351	6,342	6,019
2	Receipts from additional superannuation contributions on remuneration	480	696	625
3	Miscellaneous	200	313	294
		<b>7,031</b>	<b>7,351</b>	<b>6,938</b>

#### Significant variations

The following outlines the reasons for significant variations in appropriations-in-aid (+/- 5% and €100,000).

#### 2 Receipts from additional superannuation contributions on remuneration

*Estimate provision €480,000; realised €696,000*

The variance of €216,000 was driven by the increase in additional superannuation contributions from pay agreements agreed and implemented during the year.

## Note 5 Staffing and Remuneration

### 5.1 Employee numbers

Full time equivalents	2024	2023
Number of staff at year end	<u>883</u>	<u>797</u>

### 5.2 Pay

	2024	2023
	€000	€000
Pay	37,916	34,489
Higher, special or additional duties allowances	132	45
Other allowances	6	13
Overtime	455	856
Employer's PRSI	<u>3,803</u>	<u>3,414</u>
<b>Total pay</b>	<b><u>42,312</u></b>	<b><u>38,817</u></b>

### 5.3 Allowances and overtime payments

	Number of recipients	Recipients of €10,000 or more	Highest individual payment	
			2024 €	2023 €
Higher, special or additional duties allowances	14	5	40,855	8,881
Other allowances	6	—	2,606	6,221
Overtime	319	3	15,568	11,698
Extra remuneration in more than one category	4	—	5,678	12,448

## 5.4 NSSO employee pay bands

The number of NSSO employees whose total employee benefits (including basic pay, allowances, overtime; excluding employer PRSI, employer pension costs) for the financial year fell between €20,000 and €59,999 and within each band of €10,000 from €60,000 upwards are as follows.

Pay bands (€)		Number of employees	
From	To	2024	2023
20,000	59,999	721	688
60,000	69,999	44	44
70,000	79,999	19	21
80,000	89,999	18	20
90,000	99,999	13	6
100,000	109,999	7	4
110,000	119,999	3	4
120,000	129,999	4	3
130,000	139,999	—	—
140,000	149,999	1	—
150,000	159,999	1	—
160,000	169,999	—	1
170,000	179,999	1	2
180,000	189,999	1	1
190,000	199,999	—	—
200,000	209,999	1	—

## 5.5 Payroll overpayments

at 31 December	Number of recipients	2024 €	2023 €
Overpayments	57	42,163	49,475
Recovery plans in place	14	39,501	13,688

No overpayment recovery plans were transferred to other departments during 2024 (2023: four overpayment recovery plans of €13,897).

## 5.6 Other remuneration arrangements

Two retired civil servants in receipt of a civil service pension were re-engaged on a fee basis at a total cost of €18,590. The payments made were consistent with the principles of the Public Service (Single Scheme and other Provisions) Act 2012.

This account includes expenditure of €11,122 in respect of one officer who was serving outside the Office for all or part of 2024 and whose salary was paid by the Office.

This account does not include expenditure in respect of two officers who were serving outside the Office for all or part of 2024 in other Government Departments/Offices and whose salaries were not recouped by the Office.

## 5.7 Remuneration and benefits of Accounting Officer

The Accounting Officer's remuneration and taxable benefits for the financial year was as follows.

	<b>2024</b>	<b>2023</b>
	<b>€000</b>	<b>€000</b>
Bernie Kelly (from 29 Sept 2023)	207	46
Hilary Murphy Fagan (to 28 Sept 2023)		
Basic pay	—	144
Payment in lieu of leave untaken	—	27
	<b>207</b>	<b>217</b>

The value of retirement benefits earned in the period is not included above. The current Accounting Officer is a member of the superannuation scheme for non-established State employees and her entitlements to retirement benefits do not extend beyond the standard terms of that scheme.

## Note 6 Miscellaneous

### 6.1 Deferred surrender

Deferred surrender comprises savings in 2024 of €1 million in capital expenditure in the following subheads that were carried over to 2025.

	2024 €000	2023 €000
A.3 Financial Management Shared Services	1,000	1,200
	<b>1,000</b>	<b>1,200</b>

### 6.2 Financial Management Shared Services programme

The cumulative spend to date on the Financial Management Shared Services (FMSS) programme amounted to €83.667 million (inclusive of VAT) as at 31 December 2024 (2023: €77.297 million). The approved budget for the FMSS project is €115 million.

€44.632 million (2023: €38.164 million) of the spend to end 2024 is categorised as capital expenditure. The balance of €39.035 million (2023: €39.133 million) is categorised as current expenditure and relates to staff, client service partner and other operational costs.

### 6.3 Compensation and legal costs

#### Payments/costs paid by the Office in the year

	Claims by employees		Total 2024	Total 2023
	Personal injuries <sup>a</sup>	Employment policies		
Number of cases	—	—	—	3
	€000	€000	€000	€000
Office's own legal costs	—	—	—	34
Payments by/on behalf of the Office				
Compensation	—	—	—	6
Legal costs	—	—	—	9
Other costs	—	—	—	1
<b>2024 Total</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>50</b>
2023 Total	16	34		50

Note <sup>a</sup> At 31 December 2024, there is one outstanding personal injury claim.