

**Revised on 18 October 2011**  
**Introduction to**  
**The Office of Public Work's (OPW)**  
**Proposed Action Plan for Change**  
**under the**  
**Public Service Agreement 2010 – 2014**

The mission of the Office of Public Works is to use our experience and expertise in our mandated areas of operation to provide innovative, effective and sustainable shared services to the public and our clients.

The core functions of the Office of Public Works (OPW) relate to three areas of operation i.e.

Flood Risk Management  
Procurement and  
Estate Portfolio Management

and these operational areas are supported by Corporate Services.

Estate Portfolio Management

The OPW provides a shared service in the area of property management and property maintenance incorporating architectural, engineering, valuation, quantity surveying, project management and facilities management services to central Government Departments and Agencies. OPW is the leading agency in the country in the areas of conservation and the presentation of cultural and heritage properties. The Office is responsible for some 780 National Monuments and it also manages some of the most prestigious Historic Properties in the Country.

Flood Risk Management

The OPW is the lead agency for the management of flood risk measures and coastal protection in Ireland. This role involves the national coordination of activities as well as developing, implementing and maintaining structural and non-structural flood risk management programmes and measures.

National Procurement Services (NPS)

The NPS is a shared service provided by the OPW and its function is to achieve greater efficiencies and value for money in the procurement of common goods and services for the Irish public service.

### Corporate Services

These comprise internal services such as Human Resource Management, Financial Services, ICT Services and other supports necessary for the day-to-day operations of the Office.

### Benchmarking

The OPW is a unique organisation where customer service is paramount and the acquisition and maintenance of ISO accreditation for each of the Business Units is a priority. Our services are benchmarked against national and international best practice in the private sector and other public organisations.

ISO provides an independent assurance that the service provided by the OPW conforms to an agreed high standard. The accreditation is independently certified by the National Standards Authority of Ireland (NSAI) and the business areas are audited by them annually to ensure that standards are maintained. ISO presents a challenge to all business units to maintain and enhance quality of service and product which are top priorities of the OPW. In addition, it provides a tool for the OPW to utilise for systematic continuous improvement in all aspects of its operations. It is also a key management tool for running the various business units within the OPW.

The Office has developed and continuously refines construction cost norms for the complete range of building types it is responsible for constructing. The norms are generally below the industry norms for similar type buildings. Tight project management controls have been in place for many years and are reviewed on an ongoing basis, in part under ISO procedures, in order to achieve value for money.

### Fixed Price Contracts

Fixed Price Contracts have been developed for major contracts and are now the standard contract type for the Office. This is a major reform which will be of further assistance to the Office in providing clarity of roles and accountability and should reduce the scope for price variation and extras on major contracts. Conditions of engagement, for the provision of professional and technical services have been adopted. The major benefit will be greater price certainty.

### Framework Contracts

The OPW develops a variety of building projects and it considers the use of framework agreements, as provided in Directive 2004/18/EC, as an appropriate method of procuring the services of building professionals to meet the business needs of the organisation. It has a multi-supplier Framework Agreement in place for the procurement of professional services, for example Architectural Services. Firms are commissioned or “called-off” on a project-by-project basis pursuant to a mini-competition, if the resources are not available internally in the Office

### Measured Term Contracts for Maintenance Services

A Measured Term Contract for the provision of property maintenance services is in place in the Dublin area. This is a contract for a fixed period which requires contractors to undertake works within a fixed time and a defined geographical area. The work is measured and valued at rates contained in a

pre-priced Schedule of Rates. It is proposed to roll out other similar drawdown contracts to the regions over the lifetime of this agreement. This will achieve greater price certainty and value for money.

#### Performance Management and Development System

OPW attaches great importance to the fullest possible implementation of the Performance Management and Development System (PMDS) which is designed to monitor individual performance and provide direct support to staff to achieve project and programme targets. The Office's principal asset in the delivery of quality service is the professionalism and expertise of its staff across a very wide skills spectrum. It is a prime objective of the Office that staff are trained to the highest levels and that they are familiar with best practice in the relevant business environment in activities such as the planning, appraisal, budgeting and management of projects. Staff are facilitated and encouraged to acquire relevant professional training in areas such as procurement and property and estate management. A special emphasis is placed on the continuing professional development of Professional and Technical staff.

#### Information and Communication Technology

The OPW employs ICT and avails of the most up to date, efficient and effective technologies in support of its day to day business. The provision of information to customer, clients and the public, data management, financial reporting and e government initiatives are priorities for the Office. In the eGovernment arena the NPS manages the operations of the eTenders website which is designed to be a central facility for all public sector contracting authorities to advertise procurement opportunities and award notices. In addition OPW's Heritage Services manage the 'heritageireland' website which is designed to introduce visitors both foreign and domestic to some of the many rich and varied attractions of the Irish heritage.

#### Savings/efficiencies

The OPW has made significant savings and efficiencies in recent years on foot of service rationalisations and the current provision of the OPW Vote has been reduced by €39m or 13% from an allocation of €294m in 2008 (excluding unitary payments).

#### Revised Estimate Format

The OPW is currently taking part in a pilot of a new revised estimate format in conjunction with the Finance Group of Votes and the Department of Agriculture, Fisheries and Food.

#### OPW Action Plan for Change

The pages following outline the OPW's proposed actions to implement the changes agreed in the Public Service Agreement 2010 – 2014. It is important to note that while many of the actions identified in the Action Plan are already being implemented as part of our day-to-day operations they have been included in order to ensure that the Implementation Group has a full picture of where the OPW is and will continue to effect savings going forward.



	<b>Terms of the Public Service Agreement 2010 – 2014</b> <i>Paragraph Nos.</i>	<b>Action</b>	<b>Timeframe</b>	<b>Benefits Arising 2010 - 2014</b>
	4.4 4.13 6.3.1 6.3.3	<p>for natural wastage and achieve increased efficiency.</p> <ul style="list-style-type: none"> <li>• Maintain or enhance front line staffing and service delivery while achieving the Government's target for reduction in staffing, through sharing of back office support activities.</li> <li>• Rationalise the number of OPW offices throughout the country to the optimum distribution for continued service delivery.</li> <li>• Provide for reporting to work sites rather than depots</li> </ul>	<p>effective from Q4 2010.</p> <ul style="list-style-type: none"> <li>• Reorganisation of Regional payroll mid-to Q4 2012.</li> <li>• Limerick Regional Office and Workshop to move to Mungret by end 2011.</li> <li>• Reduction of Drainage Regional Centres from 4 to 3 by end Q1 2011 and further proposals to be developed</li> <li>• Rationalisation of staffing structure in Hydrometric, Hydrology and Flood Response, and Coastal Protection Services resulting from vacancies at Engineer Grade I Engineer Grade II level.</li> </ul>	<p>resources.</p> <ul style="list-style-type: none"> <li>• Staff released for front line operations.</li> <li>• Rationalisation will release OPW premises in Limerick (Cecil St. and Mallow St.) for sale or reassignment</li> <li>• Increased specialisation will allow for improved performance and standardisation of operations (same procedures everywhere).</li> <li>• ICT may be deployed on a cost effective basis to further improve efficiency, e.g. helpdesk / dispatcher.</li> </ul>

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			<ul style="list-style-type: none"> <li>Amalgamation of workplaces of industrial staff of Furniture Branch, Publications and BMS/ CEW in Dublin by mid 2012.</li> </ul>	
4.	1.13 4.12	<b>OPW will continue to strengthen the Performance Management &amp; Development System in operation in the Office</b>	Ongoing	<ul style="list-style-type: none"> <li>Improvements in performance management</li> <li>Improvements in skills base</li> </ul>
5.	1.12 1.13 4.4 4.13 4.14	<b>All staff on Time and Attendance System</b>	Completed by Q1 2012	<ul style="list-style-type: none"> <li>Compliance with the requirements of the Organisation of Working Time Act.</li> <li>Health and safety.,</li> <li>Facilitate Shared Services Initiative.</li> </ul>
6.	1.1 1.13 4.4 4.11	<b>To actively seek to Rationalise Grading Structures in consultation and collaboration with the Department of Finance and other Departments in similar grading structures.</b>	2011-2014	<ul style="list-style-type: none"> <li>Reduce administration costs</li> <li>Optimum deployment of resources</li> </ul>
7.	4.18	<b>Participation in FAS Work Placement Programmes</b>	Q1. 2011 and ongoing - Up to 25 placements	<ul style="list-style-type: none"> <li>Provide work experience.</li> </ul>
8.	1.11 4.4 4.15	<b>Actively pursue opportunities for shared services with other public service bodies</b> <ul style="list-style-type: none"> <li>Participate in HR Shared Services</li> </ul>	2011-2014	<ul style="list-style-type: none"> <li>Reduced administrative costs</li> <li>Access to public service expertise</li> <li>Staff resources released for other priority functions</li> </ul>



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		<p>can be used to release staff for higher priority work.</p> <ul style="list-style-type: none"> <li>• Closure of all OPW workplaces that do not have direct interaction with the public for a full week at Christmas – staff to use leave to cover this period.</li> </ul>	<p>Place and Iveagh House by end Aug 2011</p> <ul style="list-style-type: none"> <li>• Automated control of building maintenance system in Áras Mhic Diarmada end 2011</li> <li>• Replace manned outsourced security with automated or remote security where appropriate by end 2014</li> <li>• Closure of Government Publications shop and transition to sale by internet and mail-order by end 2011.</li> </ul> <ul style="list-style-type: none"> <li>• Christmas 2011</li> </ul>	<ul style="list-style-type: none"> <li>• Reduced costs</li> <li>• Reduced administrative overheads</li> </ul>

	<b>Terms of the Public Service Agreement 2010 – 2014 Paragraph Nos.</b>	<b>Action</b>	<b>Timeframe</b>	<b>Benefits Arising 2010 - 2014</b>
13.	1.4 1.9 1.10 4.13	<b>Replace, on a phased basis, services provided by gauge readers (who currently assist Hydrometric Section in the collection of hydrometric data) through digital data collection.</b>	2011-2014.	<ul style="list-style-type: none"> <li>• Cost Savings</li> <li>• More efficient data collection</li> </ul>
<b>2. Better Business Processes</b> <i>Actions under this heading would include efficiency measures including procurement, revisions to business process, reconfigurations and other changes to service delivery options, including sharing of service, revisions to regulatory/inspection actions, and so on.</i>				
14.	1.9 4.4 4.13	<b>Management and Rationalisation of OPW Property Portfolio</b> <ul style="list-style-type: none"> <li>• Assessment of the overall approach to the management of the property portfolio, e.g., centralised, regional, etc.</li> <li>• Surrender of Leases due to expire</li> <li>• Disposal of surplus owned properties</li> <li>• Disposal and/or reassignment of property released due to the reconfiguration of/reduction of office space by Government Departments and Offices</li> <li>• Move to more energy efficient buildings</li> <li>• Convert higher cost leases to lower cost leases where opportunities arise</li> </ul>	Ongoing	<ul style="list-style-type: none"> <li>• More effective utilisation of property</li> <li>• More effective use of staff resources</li> <li>• Reduce Costs - Subhead F3 allocation reduced from €128m in 2010 to €116m in 2011</li> <li>• More efficient property portfolio management</li> </ul>
15.	1.1 1.10 4.1 4.3 4.15	<b>Subject to directive role being assigned to OPW by the Department of Finance seek to develop structures and procedures for greater co-operation with other State bodies on property matters.</b>	Dependent on implementation of the directive role for OPW	<ul style="list-style-type: none"> <li>• Reduced costs</li> <li>• More effective use of State Property Assets.</li> <li>• Allow better strategic planning of property portfolio</li> </ul>

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<b>16.</b>	1.9 4.4 4.13	<b>Examine Space Allocations available to Civil Servants</b> <ul style="list-style-type: none"> <li>• Review amount of space allocated per person</li> <li>• Encourage greater use of 'open-plan' accommodation</li> </ul>	Subject to directive role for OPW being granted	<ul style="list-style-type: none"> <li>• Reduced Costs</li> <li>• More efficient property portfolio management</li> </ul>
<b>17.</b>	1.9 4.3 4.4 4.13 4.14	<b>Input to review, amendment and updating Department of Finance circular 1/94 to formalise OPW's control and responsibility for building maintenance.</b>	Implementation dependent on approval of proposal by the Department of Finance	<ul style="list-style-type: none"> <li>• Targeted (appropriately prioritised) preventative maintenance to obviate the need for more extensive and expensive interventions at a later date</li> <li>• Reliable compliance with leasehold maintenance obligations obviating end lease reinstatement works.</li> </ul>
<b>18.</b>	1.9 1.10 4.14	<b>Review and reform methods for estimating the valuation of land and buildings managed by the OPW.</b>	End 2012	<ul style="list-style-type: none"> <li>• More meaningful and reliable information on the potential valuation of property held by OPW</li> </ul>
<b>19.</b>	1.9 4.1	<b>Implement Smarter Travel recommendations for a moratorium on provision of car parking spaces in urban areas.</b>	Ongoing as leases/rents become due for review or termination	<ul style="list-style-type: none"> <li>• Direct savings to exchequer in property costs</li> <li>• Cost containment/reduction</li> <li>• Maximisation of property resource</li> </ul>
<b>20.</b>	1.9 1.12 4.1	<b>Full implementation of the Optimising Power @ Work campaign</b>	Current Implementation Programme to 2012. Subsequent programme to follow.	<ul style="list-style-type: none"> <li>• Financial Savings (Net after costs): <ul style="list-style-type: none"> <li>• 2010 – €2.2m</li> <li>• 2011 - €2.4m</li> </ul> </li> </ul>

	<b>Terms of the Public Service Agreement 2010 – 2014 Paragraph Nos.</b>	<b>Action</b>	<b>Timeframe</b>	<b>Benefits Arising 2010 - 2014</b>
				<ul style="list-style-type: none"> <li>• 2012 - €2.82m</li> <li>• 2013 - €3.25m</li> <li>• 2014 – €3.7m</li> <li>• <b>Total 2010-14, - €14.37m</b></li> <li>• Reduction in Energy and CO<sub>2</sub> usage</li> </ul>
<b>21.</b>	1.12 4.3 4.4 4.14	<b>Following consideration of performance and efficiency of existing contracts, roll out measured term maintenance contract (currently Dublin only) to rest of country.</b>	2012 – 2014	<ul style="list-style-type: none"> <li>• More efficient maintenance arrangements leading to lower admin costs for OPW and client Departments</li> </ul>
<b>22.</b>	1.10 4.1 4.3 4.13 4.14  1.10 4.1 4.14	<b>Customer and Supplier focused services:</b> <ul style="list-style-type: none"> <li>• Standard based frameworks for rapid tendering of commodity and specialist goods and services-e.g Energy Frameworks, Stationery Contract, Office Machinery etc</li> <li>• Production of suite of standardised legal documents for use throughout the public service</li> </ul>	<p>Multiple Frameworks being established each year.</p> <p>Uptake of central framework by client bodies in line with National Procurement Services performance indicators.</p> <p>January 2011 for central Government documents Mid-late 2011 for</p>	<ul style="list-style-type: none"> <li>• Administrative savings in client bodies availing of central contracts</li> <li>• Greater legal compliance through use of frameworks</li> <li>• Reduction in once off tenders for contracts of low monetary value</li> <li>• Reduction in single tender contracts</li> <li>• Significant financial savings on administrative costs</li> <li>• Significant reduction in State's</li> </ul>

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	1.13 4.13	<ul style="list-style-type: none"> <li>Facilitation of procurement education and development programme for the public service</li> </ul>	<p>remaining public service sectors</p> <ul style="list-style-type: none"> <li>3 "Excellence in Public Procurement" seminars to be delivered to public sector buyers per year.</li> <li>5 buyers' workshops to be delivered in 2011.</li> <li>10 Supplier education interventions per year.</li> </ul>	<p>legal exposure under the provision of EU Remedies Directive</p> <ul style="list-style-type: none"> <li>Significant saving on time required for entry to market and completion of contract</li> <li>Major up-skilling of procurement officials across public service</li> <li>Significant reduction in risk of legal exposure from non compliant procurement activity</li> <li>Reduction in cost of procurement activities</li> </ul>
23.	1.10 1.11 4.1 4.14 4.15	<b>Maximising strategic sourcing in the procurement area</b>	Late 2010 and through 2011 & 2012	<ul style="list-style-type: none"> <li>Increased efficiency through avoidance of duplication across public service</li> <li>Increased value for money in procurement of goods and services</li> <li>Cost containment</li> <li>Advancement of all relevant Government policies during procurement activities e.g. Carbon emissions, Green procurement</li> <li>Facilitate Small and Medium Enterprise (SME) sector through rapid standards based procurement</li> </ul>

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<b>24.</b>	1.4 1.9	<b>Negotiate savings from the top companies doing business with the public sector.</b>	Late 2011	<ul style="list-style-type: none"> <li>• Cost savings</li> </ul>
<b>25.</b>	1.10 1.12 4.13  1.10 1.12 4.13	<b>Redesign and relaunch eTenders website</b>  <b>Launch of National Procurement Service website</b>	Mid 2012  Q1 2011 and ongoing thereafter	<ul style="list-style-type: none"> <li>• Considerable reduction in both time and cost for those doing business with the public service</li> <li>• Provision of additional on-line facilities for clients</li> <li>• Particular benefits accruing to SME's vis a vis ease of access, visibility of business opportunities</li> <li>• Major up-skilling of procurement officials across public service</li> <li>• Significant reduction in risk of legal exposure from non compliant procurement activity</li> <li>• Reduction in cost of procurement activities</li> <li>• Provision of additional on-line services and facilities for clients</li> <li>• Particular benefits accruing to SME's vis a vis ease of access, visibility of business opportunities.</li> </ul>
<b>26.</b>	1.9 4.13 4.14	<b>Establish the Irish national multi-stakeholder e-Invoicing forum. Report to the European forum on progress.</b>	Forum established end May 2011	<ul style="list-style-type: none"> <li>• Cost savings</li> <li>• Increased efficiency</li> </ul>

	<b>Terms of the Public Service Agreement 2010 – 2014 Paragraph Nos.</b>	<b>Action</b>	<b>Timeframe</b>	<b>Benefits Arising 2010 - 2014</b>
			Pilot e-Invoicing in place in OPW Mid 2012	
<b>27</b>	1.4 1.9 1.10 4.13 4.16	<b>The NPS will progress the introduction of low value purchase cards for use in the Irish Public Service.</b>	2012-2013	<ul style="list-style-type: none"> <li>• Increased efficiency</li> <li>• Cost savings</li> </ul>
<b>28.</b>	1.4 1.9 1.11 4.15 4.16	<b>The NPS to review with the Minister of State cash balances of Public Sector bodies with a view to obtaining better overall value consequent on more intensive management of this cash resource.</b>	Proposal for efficiencies will be submitted by MOS to NTMA/Dept of PER/ Central Bank by end 2011	<ul style="list-style-type: none"> <li>• Increased efficiency in financial management</li> </ul>
<b>29.</b>	1.9 4.13 4.14 4.16	<b>Roll-out of Purchase to Pay System</b>	P2P roll out Q4 2011.	<ul style="list-style-type: none"> <li>• Purchase to Pay (P2P) will reduce overhead in procurement of goods and service</li> <li>• Identification of real-time contractual commitments as they occur</li> <li>• Timely and improved management information</li> </ul>
<b>30.</b>	1.10 4.4 4.13 4.14 4.15	<b>Enhance Electronic Information and Document Management Systems across the OPW including the creation and enforcement of standards for managing data and the review of business processes that relate to the management and communication of information both within the OPW and with clients and service</b>	2011-2014	<ul style="list-style-type: none"> <li>• Increased efficiency in Data Management</li> <li>• Increased resource efficiency in utilisation of staff and management of systems</li> <li>• Improved management information</li> <li>• Cost reductions in archiving</li> </ul>

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		<p>providers.</p> <p><b>This will be particularly important in the management of the property portfolio where access to accurate and relevant information is vitally important.</b></p>		<ul style="list-style-type: none"> <li>• More effective estate management, utilisation of space and cost controls.</li> </ul>
31.	1.13	<p><b>Greater utilisation of specialist expertise, beyond that routinely used in the OPW, to consider and advise on options across the range of the Office's functions for example financial appraisal, cost benefit analysis legal advice etc. This expertise to be sourced either in-house or out-sourced.</b></p>	Ongoing	<ul style="list-style-type: none"> <li>• Greater clarity with regard to cost benefits</li> <li>• Increased value for money</li> </ul>
32.	1.10 4.14 4.15	<p><b>Implement Policy in the OPW that electronic Systems and Communications be used in all dealings with suppliers, consultants and contractors</b></p>	2011-2014	<ul style="list-style-type: none"> <li>• Increased Efficiency</li> <li>• Cost reductions in post</li> <li>• More reliable data transfer</li> </ul>
33.	1.9 1.10 4.13 4.14	<p><b>Pilot of new Revised Estimate format with the Finance Group of votes and the Department of Agriculture, Fisheries and Food.</b></p>	February 2011	<ul style="list-style-type: none"> <li>• Aligns programme resources with High Level Goals, Key Outputs and Impact Indicators of the organisation</li> </ul>
34.	1.12 4.3 4.4 4.14	<p><b>Continued development and refinement of Project Management systems and processes to improve effectiveness and efficiency specifically in relation to dealing with specialist contractors and abnormally low tenders.</b></p>	Ongoing	<ul style="list-style-type: none"> <li>• More cost certainty and value for money in administration of works contracts</li> <li>• Reduced likelihood of contract disputes and legal challenges</li> </ul>

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35.	1.4 1.10 4.1 4.13	<b>Move to Open Source software in place of proprietary software, where practicable having regard to business needs.</b>	2011-14	<ul style="list-style-type: none"> <li>• Open standards</li> <li>• Reduced licensing costs</li> <li>• Free upgrades and enhancements</li> </ul>
36.	1.4 4.1 4.4	<b>Ensure that mobile phones and Portable Digital Assistant devices are included on centrally-negotiated Framework agreement contracts to achieve best value for money.</b>	Q3 2013	<ul style="list-style-type: none"> <li>• Cost Savings</li> </ul>
37.	1.10 4.13 4.16	<b>All remuneration, allowances and expenses to staff, both established and non-established to be paid by Electronic Fund Transfer</b>	End 2011	<ul style="list-style-type: none"> <li>• Cost Savings</li> <li>• Increased Efficiency in data and financial management</li> </ul>
<b>3. Delivering for the Citizen</b> <i>Actions under this heading would include efficiency measures and improvements to the processes by which your Department/body delivers its services to the public, including changes to the technology used, better data management, including around identity, and so on.</i>				
38.	1.10 4.13	<b>Service Delivery</b> <ul style="list-style-type: none"> <li>• Improved Partnership arrangements with Local Authorities for the delivery of Flood Risk Management Measures and both Major and Minor Capital Works Programmes</li> </ul>	2011 – 2012	<ul style="list-style-type: none"> <li>• Improved arrangement for/efficiency in delivery of capital works and for minor flood relief works programme.</li> <li>• Increase of up to 50% in the number of Capital Works projects at both design and construction stage.</li> </ul>
39.	1.10 1.12 4.3	<b>Customer focused service delivery in the area of Heritage Services</b> <ul style="list-style-type: none"> <li>• Introduction of online booking facility for Visitor Services</li> </ul>	End 2012	<ul style="list-style-type: none"> <li>• Improved customer focus.</li> <li>• Information and services delivered to customers with reduced staff involvement.</li> </ul>

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	4.13 4.14	<ul style="list-style-type: none"> <li>• Explore possibilities of the number of ways for visitors to experience Heritage Sites including self guiding and volunteer guides, where appropriate.</li> <li>• Provide electronic sales facility at major heritage sites</li> </ul>		<ul style="list-style-type: none"> <li>• Staff released to front line activities.</li> <li>• Facilitate development of online services by others</li> <li>• Reduced Administration Costs</li> <li>• Improved accounting facility</li> </ul>
<b>40.</b>	1.10 4.13	<p><b>Customer focused service delivery</b> Online provision/publication of:</p> <ul style="list-style-type: none"> <li>• Archived hydrometric data</li> <li>• Real time hydrometric data</li> <li>• Geographical Information Systems</li> <li>• Historic Flood maps</li> <li>• Modelled Flood maps</li> <li>• Flood Risk Management Plans</li> <li>• Flood Reports</li> <li>• Work programmes</li> </ul>	<p>End Q4 2011</p> <p>End Q4 2011</p> <p>End Q1 2012</p> <p>Ongoing</p> <p>End Q4 2013</p> <p>End Q4 2015</p> <p>Ongoing.</p> <p>Ongoing</p>	<ul style="list-style-type: none"> <li>• Improved customer focus.</li> <li>• 24/7/365 service delivery.</li> <li>• Information and services delivered to customers with reduced staff involvement.</li> <li>• Staff released to front line activities.</li> <li>• Facilitate development of online services by others</li> </ul>
<b>41.</b>	1.10 1.12 4.13	<p><b>Guidance on services delivered by OPW</b></p> <ul style="list-style-type: none"> <li>• Redesign and relaunch OPW websites</li> </ul>	2011 – 2014	<ul style="list-style-type: none"> <li>• Improved customer focus.</li> <li>• 24/7/365 service delivery.</li> <li>• Information and services delivered instantaneously to customers with no or less staff involvement.</li> </ul>

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				<ul style="list-style-type: none"> <li>• Staff released to front line activities.</li> <li>• Facilitate development of online services by others</li> <li>• Utilisation of latest Internet communication tools to disseminate information</li> <li>• Archive information on OPW made available to the public</li> </ul>